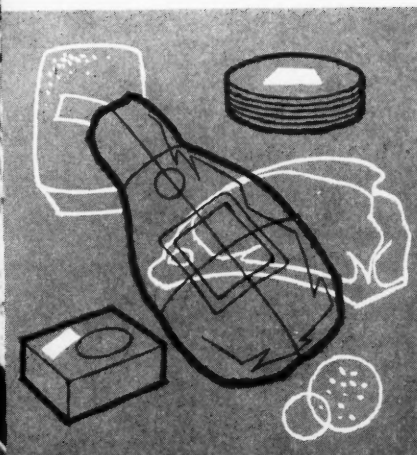


Bms
the
national
provisioner

CONVENTION
REPORT ISSUE
MAY 3rd 1958



NIMPA



proceedings
of the
17th annual
meeting of the
**NATIONAL
INDEPENDENT
MEAT PACKERS
ASSOCIATION**

Arbogast-Bastian Co., Allentown, Pa.
 Armour & Company, Kansas City, Kans.
 Ed. Auge Packing Co., San Antonio, Tex.
 Boston Sausage Co., Boston, Mass.
 L. S. Briggs Inc., Washington, D. C.
 Broadway Meat Packers, Jonesboro, Arkansas
 Bryan Bros., West Point, Miss.
 Louis Burk, Inc., Philadelphia, Pa.
 Canada Packers, Ltd., Hull, Quebec, Canada
 Cherokee Packing Co., Gaffney, S. C.
 Chicopee Provision Co., Inc., Chicopee, Mass.
 Cudahy Packing Co., Wichita, Kans.
 Dallas City Packing Co., Dallas, Tex.
 David Davies, Inc., Columbus, Ohio
 Duquoin Packing Co., Duquoin, Ill.
 C. A. Durr Packing Co., Utica, N. Y.
 Eckert Packing Co., Defiance, Ohio
 Empacadora Brener, Santa Clara, Mexico
 First National Stores, Inc., Somerville, Mass.
 Wm. Focke's Sons Co., Dayton, Ohio
 S. R. Gerber Sausage Co., Buffalo, N. Y.
 Glover Packing Co., Roswell, N. Mex.
 Goren Packing Co., E. Boston, Mass.
 Hickory Hill Meat Packers, Tampa, Fla.

Serving More and More Leading Sausage Makers



Hoffman Packing Co., Los Angeles, Calif.
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 Geo. A. Hormel Co., Fort Dodge, Iowa
 Geo. A. Hormel Co., Freemont, Neb.
 Hudson Packing Co., Jersey City, N. J.
 Hygrade Food Products Corp., Detroit, Mich.
 Hygrade Food Products Corp., Newark, N. J.
 King Packing Co., Nampa, Idaho
 A. Koegel & Co., Flint, Mich.

Lewis Bros., Portland, Oreg.
 Luer Packing Co., Los Angeles, Calif.
 McKenzie Packing Co., Burlington, Vt.
 M & M Packing Co., Dublin, Ga.
 Neuhoof Bros. Packing Co., Dallas, Texas
 New England Provision Co., Boston, Mass.
 Odom Sausage Co., Madison, Tenn.
 Pasco Meat Products, Inc., Newark, N. J.
 Bernard S. Pincus, Philadelphia, Pa.
 Plymouth Rock Provision Co., Bronx, N. Y.
 C. H. Rice Co., Bangor, Maine
 J. M. Schneider Ltd., Kitchener, Ont., Canada
 Seethaler's Wholesale Meat Co., Provo, Utah
 Shopsy's Foods, Ltd., Toronto, Canada
 Southern Provision Co., Chattanooga, Tenn.
 Southland Provision Co., Orangeburg, S. C.
 Stearns Packing Co., Auburn, Maine
 Robert E. Stumpf, Cleveland, Ohio
 Suber-Edwards Co., Quincy, Florida
 Sunnyland Packing Co., Thomasville, Ga.
 Taiyo Co., Japan
 Tobin Packing Co., Albany, N. Y.
 Tobin Packing Co., Rochester, N. Y.
 Wilson & Co., Albert Lea, Minn.
 Wilson & Co., Cedar Rapids, Iowa
 Wilson & Co., Oklahoma City, Okla.
 Wilson & Co., Scranton, Pa.
 Wilson & Co., South Omaha, Neb.
 Zenith Meat Company, Los Angeles, Calif.
 Zenith Meat Company, Wichita, Kans.



Send
for
catalog

Models for almost every size of plant

The NEW BUFFALO CONVERTER

It reduces cutting time up to 50%... it lowers operating and labor costs substantially... it produces a finer textured product of higher yield. The secret is in the exclusive new knife design which operates at increased speed. Some sausage makers use this machine as a direct cutting converter thereby eliminating grinding and saving additional time. Write or call us or see your Buffalo representative today about the X-Series Converters.



Buffalo

JOHN E. SMITH'S SONS CO., 50 Broadway, Buffalo 3, N. Y.

Sales and Service Offices in Principal Cities

THERE'S A REASON

BULL MEAT BRAND

Why
is America's leading sausage **BINDER**

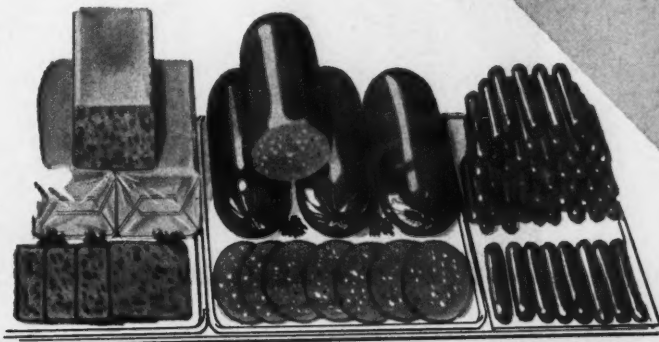
Only Bull Meat Brand Binder absorbs and holds up to six times its weight in meat juices and moisture.

This famous product keeps sausage and meat loaves plump, moist and firm—protects them against shriveling and shrinkage.

Five selected grains are blended and balanced under strict laboratory control to assure predictable results every day in the year, regardless of crop variation.

Bull Meat Brand is America's leading Binder . . . it produces maximum yield . . . and maximum profit for the sausage maker.

Want proof? Write us, or ask your Heller representative for a usable free sample.



B. HELLER & COMPANY

CALUMET AVE. AT 40TH ST., CHICAGO 15, ILL.

Serving the Food Industry Since 1893



Du Pont national advertising helps you sell more franks

by pre-selling retailers
in Super Market Merchandising



by pre-selling shoppers
in The Saturday Evening Post



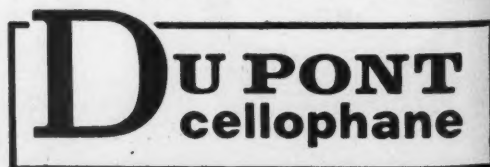
Du Pont cellophane advertising to retailers helps persuade them to feature cellophane-packaged franks . . . helps your brand gain greater acceptance. And Du Pont consumer advertising in the POST reminds millions of shoppers that franks are real picnic treats.

Full-color reprints of the June 28 POST ad are available—imprinted with your selling message—for point-of-sale displays. For the quantity you need, contact your Du Pont Representative. E. I. du Pont de Nemours & Co. (Inc.), Film Department, Wilmington 98, Delaware.



REG. U. S. PAT. OFF.

BETTER THINGS FOR BETTER LIVING...THROUGH CHEMISTRY

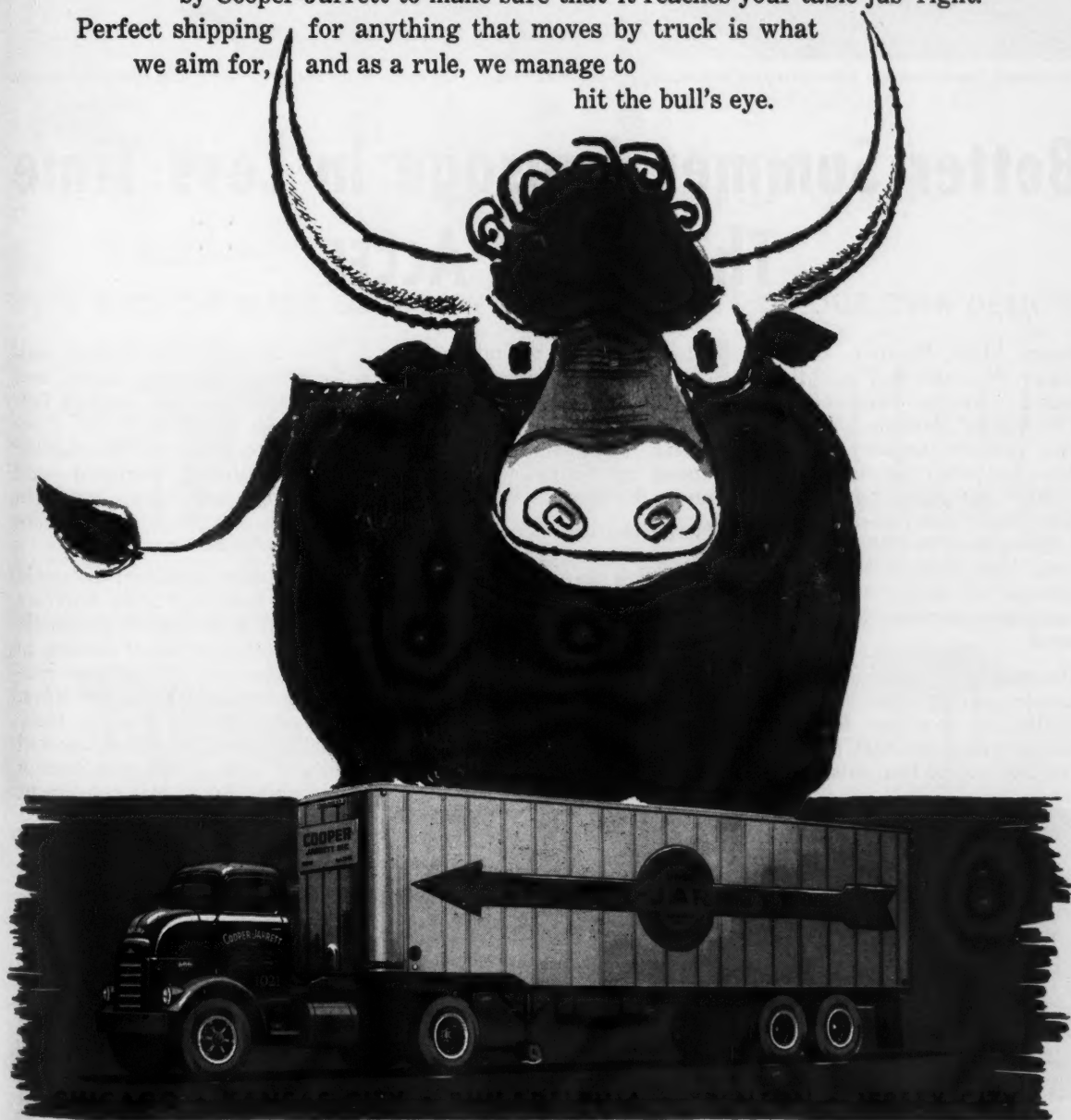


THE NATIONAL PROVISIONER, MAY 3, 1958

MEAT

travels in style

from the great packing and processing plants
in Chicago and Kansas City to the Eastern Seaboard via our
spanking-new, refrigerated meat trailers. Next time you enjoy "Roast Beef au Jus",
think of all the tender care lavished on it by the meat industry and
by Cooper-Jarrett to make sure that it reaches your table jus' right.
Perfect shipping for anything that moves by truck is what
we aim for, and as a rule, we manage to
hit the bull's eye.



MISTRY

T
e

3, 1958



'Old Smoky' summer sausage is now processed with ACCEL by Peters Meat Products. New starter culture has cut product failures and returns to zero.

Better Summer Sausage In Less Time Thanks to ACCEL®

Peters Meat Products of Eau Claire, Wis., and St. Paul, Minn., makes a summer sausage called 'Old Smoky'. And like all packers who produce summer sausage, they had their problems. The lengthy processing time limited their production capacity to one 5,000-lb. batch of 'Old Smoky' per week. They typically encountered spoilage, off-flavor, nonuniform color, poor texture, and nitrite burns.

These problems, shared by every summer sausage packer, are all attributable to chance fermentation according to AMIF research. The best way to beat this univer-

sal problem was to find a way of controlling the fermentation process. The answer proved to be a starter culture, developed by the AMIF and commercially produced by Merck & Co., Inc., under the name ACCEL.

Here's what happened when Peters started using ACCEL in 'Old Smoky'. Processing time was cut so sharply that they tripled output. They now produce three 5,000-lb. batches per week without expanding production facilities. Sam Pire and Adolf Remmele, Plant Superintendents, and other Peters officials report that ACCEL has resulted in considerable cost savings.

They are assured of constant uniformity in texture, flavor, and color. Returns and product failures have been cut to zero. Consumer acceptance of 'Old Smoky' has substantially increased—and Peters has enthusiastic letters to prove it. The people at Peters are sold on ACCEL.

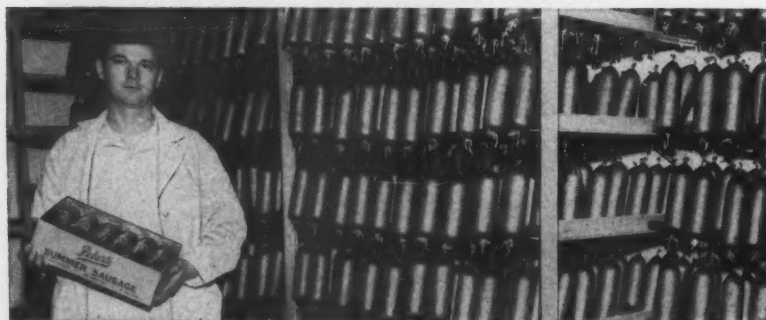
ACCEL offers important savings in money, time, and labor wherever it is used. It completely eliminates the 72-hour period of holding in the cooler and the 24-hour tempering period. It offers the surest way of producing a tangy, high-quality product with spoilage and failures held to a rock-bottom minimum. ACCEL is in convenient powder form to be introduced during the mixing process so that no new equipment is required.

ACCEL is MID approved for summer sausage, Lebanon, thuringer, cervelat, salami, and pork roll. For free literature and samples, contact your local Merck representative or write directly to Department NP-512.

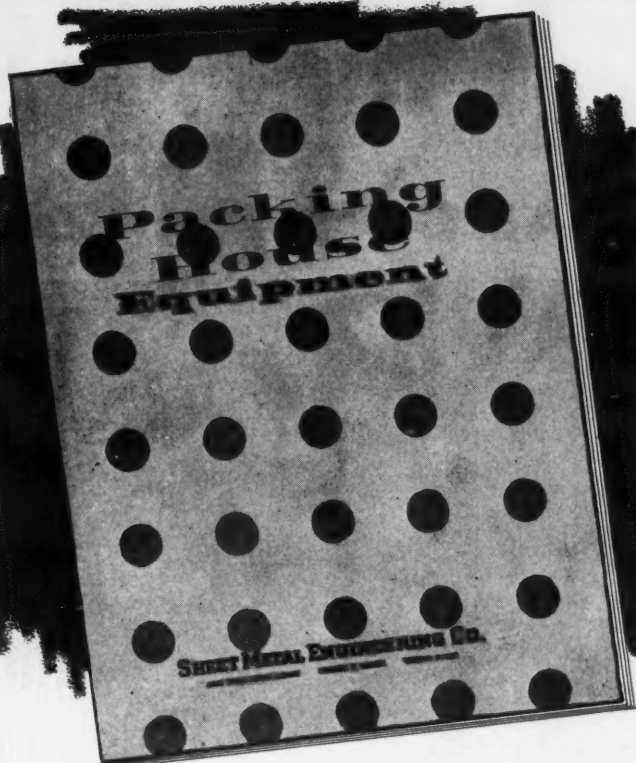
MERCK & CO., INC., Rahway, New Jersey

• ACCEL is the trademark of Merck & Co., Inc., for its brand of lactic acid starter culture.

© Merck & Co., Inc.



Sam Pire, Plant Superintendent of Peters Meat Products, inspects a batch of 'Old Smoky' summer sausage processed in only 48 hours by using ACCEL.

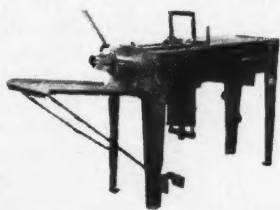


**GET YOUR COPY
OF THIS NEW CATALOG**

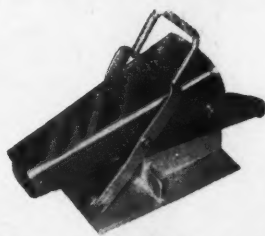
**IT WILL SAVE YOU MONEY
SHOWING HOW WE HAVE BEEN**

*Serving the
packing house
industry for
30 years*

WITH CUSTOM MADE EQUIPMENT AND PRODUCTS OF OUR OWN DESIGN



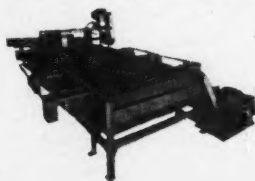
#100 PNEUMATIC HAM PRESS Sanitary welded construction with a 16½" chamber. Operates on 60-125 lb. air pressure. Molds available.



#107-BS BUTT STUFFER Outlet closes to 2¼" x 2". Opens to 2¼" x 4". Use 2¾", 2¾" and 3¼" casings.



#114 STAINLESS STEEL STUFFING HORNS Seamless S.S. tubing ground and polished to perfect smoothness. Standard (12¾") and special lengths available.



#309 CIRCULAR KNIFE SIDE SPLITTER Detachable unit in conjunction with moving top table with grooved flights. Single or double knife units to fit any table. Heavy duty drive on top.



#402 SAUSAGE MEAT TRUCK Balanced on large wheels with swivel casters mounted short of floor permitting truck to be turned completely around within its own length.



#201 STATIONARY TRIMMING TABLE Galvanized or S.S. top with maple or U.S. Royal cutting boards. All welded construction—hot dipped after fabrication. Adjustable legs furnished.

Get your copy of this NEW catalog NOW!



SHEET METAL ENGINEERING CO.

4800 SOUTH MOYNE AVENUE

CHICAGO 9, ILLINOIS

VIctoria 7-7423

MEAT MOVES

IN CANCO'S AMAZING



Pullman hams g-l-i-d-e right out!



Whole hams too! Housewives are delighted!

FAST

No-Stick CANS!



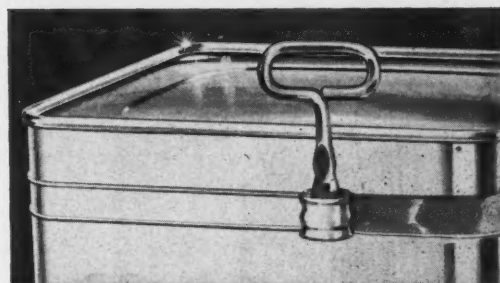
Meat in Canco's No-Stick can is a fast-selling item, and extra convenience is the big reason! There's no more prying or shaking to remove meat from these containers—Canco's exclusive No-Stick lining lets Pullman hams, luncheon meat, even whole hams slip right out! What's more, Canco's new "self-tracking" tear-strip can't spiral, makes opening easier than ever!

In homes, restaurants, cafeterias, and institutions, Canco's No-Stick cans are providing greater efficiency and welcome convenience! Let the unique advantages of these No-Stick cans build sales for your products.

Talk to the man from Canco today!



Popular in restaurants and cafeterias!



New "self-tracking" tear-strip winds surely, can't spiral!

AMERICAN CAN COMPANY

TUNE IN "DOUGLAS EDWARDS WITH THE NEWS"
on CBS-TV, sponsored Friday nights by Canco.
Check your local paper for time and channel.

from the land of corn

AMERICA'S FINEST BEEF

**GOOD CHOICE AND PRIME CATTLE
FANCY SELECTED BONELESS BEEF
QUICK FROZEN**

Boneless Cow Meat, Boneless Chucks,
Insides, Outsides, Knuckles, Clods,
Strip Loins, Shank Meat, Rib Eyes,
Sirloin Butts, and Beef Trimmings.

STRAIGHT CARLOADS AND TRUCKLOADS

CALL: OLIVER MOON — TELEPHONE 400 POSTVILLE, IOWA



MARHOEFER PACKING COMPANY

POSTVILLE, IOWA



THE TALE OF 4 RENDEKOS

a sad legend

Once upon a time two Rendekos in two different cities being desirous of increasing their business and adding to their share of worldly goods decided to ask a POWERFUL GENIE what could be done for them. This GENIE, after careful consideration and a complete survey, showed them how their profits could be expanded as if by magic, while their enormous labor costs would shrink by two thirds. When the jobs were completed their results exceeded their wildest dreams.

At the same time two other Rendekos in the same city decided to try the same thing. They did not, however, call on the same POWERFUL GENIE, thinking thereby to save money. Alas, they found quickly that they had spent their money foolishly without obtaining the wonderful results of their rivals and so, in a short time they completely failed from the scene.

Moral: when you want to make greater profits, go to the master—ask for Epps' Planned-for-Profit Engineering.



taste buds blossom *with Kadison quality SEASONINGS!*

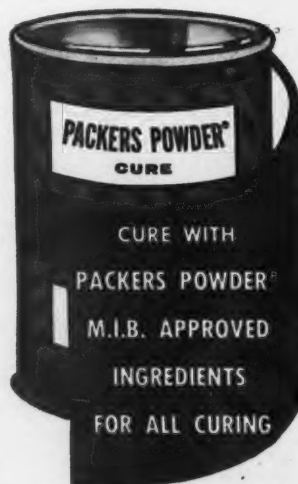
Continuous research in our most modern laboratories is bringing new methods of enhancing and stabilizing flavor.

Continuous research to develop better flavor, color, shelf life, and yields is our main function!

*Manufacturing Chemists
for the Food Industry*

Kadison
LABORATORIES, Inc.
703 W. ROOT • CHICAGO 9, ILLINOIS

*May We
Be of Service
to You???*



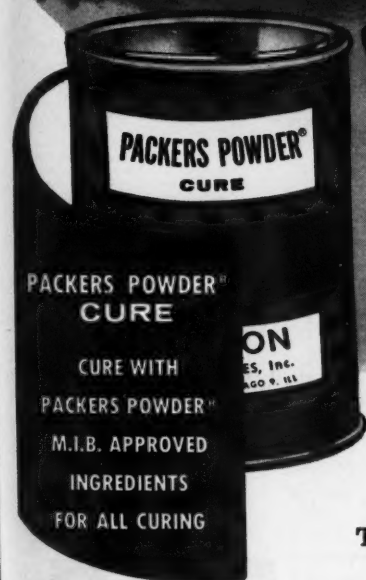
THURINGER
WIENER
NEW ENGLAND
HAM SPICE
CERVELAT
POLISH
ITALIAN
LIVER
BOLOGNA
KALBASI

CORNER BEEF
PASTRAMI
BRAUNSCHWEIGER
VIENNA
SMOKY LINKS
CHIPPED BEEF
POTTED MEAT
PORK
COUNTRY SMOKE
SUMMER
CHICKEN LOAF
SALAMI
SOUSE
BOCKWURST
GOOSE LIVER
METTWURST
HEAD CHEESE
BARBECUE
ROAST MEAT
HAMBURGER
And HUNDREDS
of OTHERS!



PACKERS POWDER. CURE The Sure Cure

*again... and again
and Always!*



PACKERS POWDER® CURE

The users of this product reads like "The Who's Who" in the industry!
Hundreds and hundreds of daily users of
Packers Powder Cure attest to its reliability.

You Can't Afford Not to Try a Drum on Approval!

- FOOL PROOF • FREE FLOWING
- PERFECTLY INTEGRATED • NO WET SPOTS

Kadison
LABORATORIES, Inc.
703 W. ROOT • CHICAGO 9, ILLINOIS

Manufacturing Chemists for the Food Industry



Choice of 401, 461 and 549 cu. in. V-8 engines in conventional or COE tractors. GCW ratings from 50,000 to 65,000 lbs.

INTERNATIONAL V-8's! *More power—least cost!*

INTERNATIONAL V-8 engines—True Truck engines—are *built* for efficiency and economy.

They develop more usable power for hill climbing or any highway situation ...with less shifting to maintain speeds ...for faster schedules and lower ton-mile costs!

The reason? Short-stroke INTERNATIONAL engines operate at compara-

tively lower rpm ... less than other V-8's! The result is less wear and longer engine life. No wonder INTERNATIONAL Trucks cost *least* to own!*

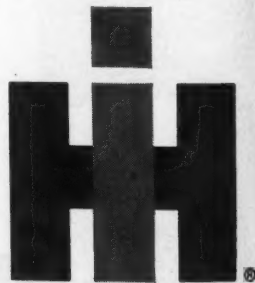
When you need a truck that's built for your job with exactly the right components, remember that INTERNATIONAL heavy-duty trucks have led the field in sales for 26 straight years. Check with your INTERNATIONAL dealer now.

*Signed statements in our files, from fleet operators throughout the U.S., back up this statement.

INTERNATIONAL TRUCKS cost *least* to own!

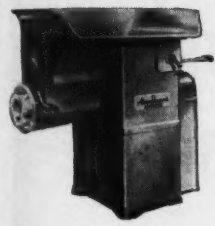


INTERNATIONAL Cab-Forward Trucks with van bodies are ideal for close-quarter deliveries. Easy entry and exit ... easy handling. GVW ratings from 9,000 to 33,000 lbs.



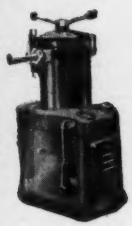
INTERNATIONAL HARVESTER COMPANY, CHICAGO
Motor Trucks • Crawler Tractors
Construction Equipment • McCormick®
Farm Equipment and Farmall® Tractors

MATADOR STUFFER and the LINKING and PORTIONING MACHINE



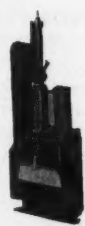
MATADOR SENIOR & JUNIOR GRINDERS

Large pitch feeder for continuous rapid grind. Has famous Matador principle of coarse and fine in one operation. Capacity up to 8000 lbs. per hour.



MATADOR HYDRAULIC STUFFERS

A self-contained unit in 65 lb., 100 lb. and 150 lb. capacity. Optional with linking attachment, hand operated or fully automatic.



U.S. Trade Mark

DIANA DICING MACHINES

CUTS STEW MEATS... FAT BACKS... SPECIALTIES... BEEF... LAMB... VEAL... CHICKEN AND OTHER FOODS in uniform cubes of desired size.

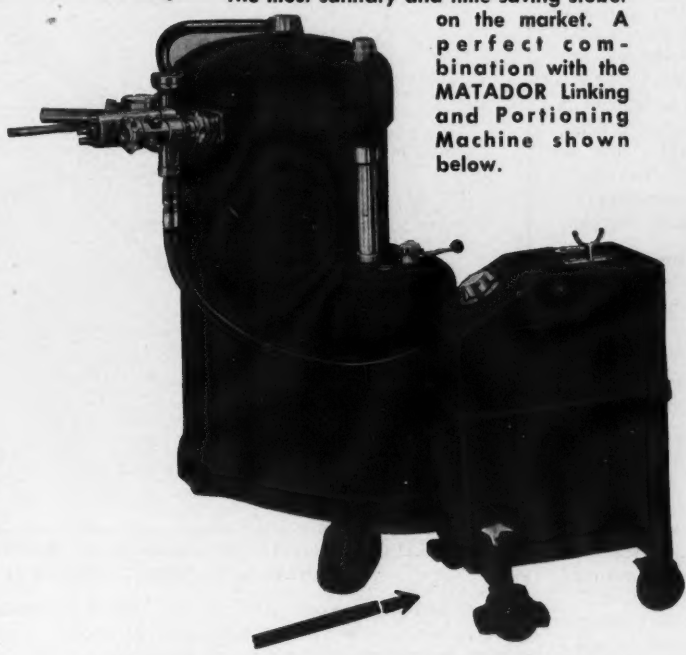
MATADOR MODERN STUFFER

AVAILABLE IN 220 LBS. AND 450 LBS. SIZES

Cover can be quickly lifted for fast reloading.

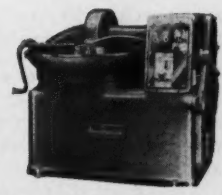
Safety ring can easily be removed and piston lifted by built-in hoist for quick cleaning.

The most sanitary and time saving stuffer on the market. A perfect combination with the MATADOR Linking and Portioning Machine shown below.



THE KERNER STUNNER

Simple, Sure, Safe, Low Cost! Automatic ejection, easy to reload and operate. The modern and humane way to slaughter—hundreds of thousands in daily use.



MATADOR SILENT CUTTERS

Advanced modern design with many exclusive safety and sanitary features. In 100 lb., 150 lb., 300 lb. and 550 lb. sizes. Self-emptying attachment optional.



MATADOR PORTABLE ROTARY MIXERS

Mixing bowls mounted on wheels... can be moved to any part of the plant... at the same time substitutes for hand trucks. In three different sizes.

"LINKS 170 PER MINUTE"

(fastest unit on the market)

The Matador Portable Linking and Portioning Attachment shown above connected with Stuffer ready for operation.

Can be attached to any standard Stuffer. Fully automatic... hydraulic operation. No gears to wear or break. Compact and Portable. Corrosion Resistant Material... Easy to Clean.

PROMPT SERVICE ASSURED FROM OUR PLANT IN NEW YORK

WRITE FOR COMPLETE DETAILS DEALERS PROTECTED



C. E. DIPPEL & COMPANY, INC.

126 LIBERTY ST.

Phone REctor 2-0380

NEW YORK 6, N. Y.

Using Salt Efficiently

by INTERNATIONAL SALT COMPANY, INC.



Making Automatic Salt Dissolvers from Existing Plant Equipment

A great many industrial companies and public institutions are now enjoying the benefits of pure, fully saturated rock-salt brine at remarkably little cost. They have found that expensive new equipment is not needed to make this brine! Instead, International has shown them how to convert unused or unproductive plant equipment into salt dissolvers that operate under the Lixate Brine-Making Process.

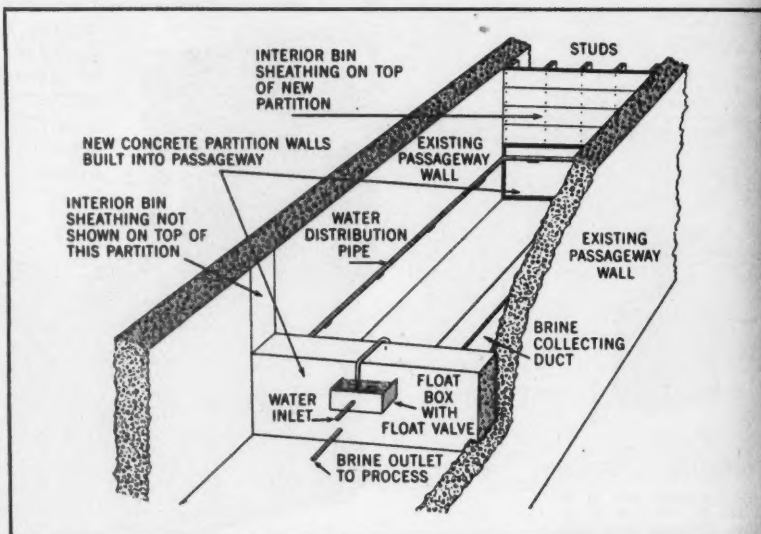
Here are four typical examples from the scores of special salt dissolvers that have been made from unused storage rooms, coal silos, locomotive tenders, dry salt bins, etc. These dissolvers, in addition to saving space, did not require expensive materials for their "construction."

Steel gas tank. Here, an unused circular steel tank under a sidewalk was converted into an underground Storage Lixator. (The Lixator is a rock-salt dissolver developed exclusively by International Salt Company.) This unusual Lixator is fully automatic, needs very little maintenance. Salt delivery is no problem at all: trucks dump Sterling Rock Salt directly through the loading hatches into the tank.

Dry salt storage bin. A few additions converted an existing dry salt storage bin into a rugged dual-unit Storage Lixator. Reinforced concrete was poured to make two 6-ft.-high salt-dissolving tanks in the bottom of the bin. Water inlet and brine discharge pipes, plus a few other necessary pieces of equipment, were installed ... and the Lixator was ready to operate.

THE LIXATE PROCESS

... for making brine works like this: Sterling Rock Salt is stored in a tank called a Lixator. Water is admitted near the top. It flows down, dissolving salt as it goes. Soon fully saturated and unable to absorb more salt, this brine is completely self-filtered by the salt crystals in the bottom of the tank. The resulting Lixate Brine is exceptionally pure, clean, high in quality. As this brine is drawn off to points of use, more Sterling Rock Salt flows into the Lixator, and more water is admitted to produce more brine.



SIMPLIFIED SCHEMATIC DIAGRAM OF A STORAGE LIXATOR BUILT INTO PASSAGEWAY WALLS

Unused basement area. A large industrial plant is now using a basement room to make clean, fully saturated Lixate Brine for water-softener regeneration. Here again, a reinforced-concrete tank makes the lower portion of the room into a watertight salt-dissolving and brine-storage unit. Dry Sterling Rock Salt is stored in the space above the salt-dissolving tank, and in the room directly over the Lixator.

Underneath a railroad trestle. One of the most dramatic Lixator installations is the conversion of the empty space under a railroad trestle. 70 ft. long, 18 ft. wide, and 12 ft. high, this extraordinary Storage Lixator can make thousands of gallons of Lixate Brine per hour. And salt delivery is entirely automatic: Sterling Rock Salt drops directly from railroad hopper cars on the trestle into the Lixator.

There are dozens of different Storage Lixators, converted, like the ones described here, from existing plant equipment ... and tailored to the specific needs of each particular company. If your company could benefit from the conversion of unused space into a Lixator, be sure to contact International Salt Company. One of our experienced sales engineers can show you detailed plans of existing Lixators. He can also work with you to decide on the installation that will best meet your requirements.

To get this impartial technical assistance, contact your nearest International sales office, or write to us direct.

INTERNATIONAL SALT CO., SCRANTON, PA.
Sales Offices: Atlanta, Ga.; Chicago, Ill.; New Orleans, La.; Baltimore, Md.; Boston, Mass.; Detroit, Mich.; St. Louis, Mo.; Newark, N. J.; Buffalo, N. Y.; New York, N. Y.; Cincinnati, O.; Cleveland, O.; Philadelphia, Pa.; Pittsburgh, Pa.; Memphis, Tenn.; and Richmond, Va.

Service and research
are the extras in

STERLING SALT

PRODUCT OF INTERNATIONAL SALT COMPANY, INC.

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Storage
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TON, PA.
Ill.; New
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rk, N. J.;
nnati, O.;
Pittsburgh,
Va.

T
INC.

3, 1958



Diasinal

those who know

will accept no other

BINDER/HOMOGENIZER



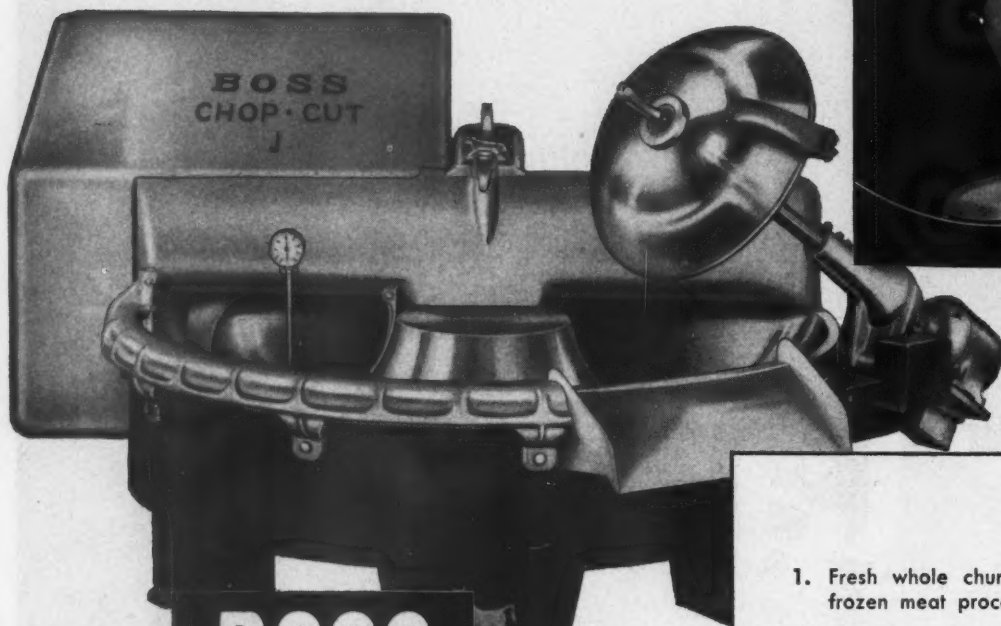
originated in Germany... known the world over... Available only thru

AMERICAN COMPANY OF AMERICANS

NORTH BERGEN, NEW JERSEY

FINE SEASONINGS... SPICES... BINDERS

Grind the nub when you sharpen the knife and maintain accurate clearance between knife and bowl.



J BOSS CHOP-CUT

"the sausage meat cutter that can't throw knives"

Increases capacity in relation to bowl size, power demand, and time cycle. Produces tender, juicy sausage of high moisture content and higher profit potential.

BOSS J CHOP CUT

— See it soon . . . and make your own comparison with other machines offered for the same type of work. (We will furnish a list of satisfied users . . . many in your own area.)

WE PREDICT

that you will evolve a whole new set of standards for the preparation of your sausage emulsions.

WE PREDICT

that you will buy the cutter that "can't throw knives."

1. Fresh whole chunk or sliced frozen meat processed.
2. Heavier construction adds stamina.
3. Higher speeds increase capacity.
4. Bowl revolution counter increases product uniformity.
5. Extremely low temperature rise imparted.
6. Stainless steel knives.
7. Patented design prohibits "throwing" of knives.
8. Integral nub maintains accurate knife-bowl clearance.
9. Size 56 provides 8 knives, 350# capacity — 50 H.P. motor.
10. Size 70 provides 12 knives, 700# capacity — 100 H.P. motor.
11. BOSS unloader empties bowl in 30 seconds.
12. Prompt shipment.
13. Chop-Cut machines of earlier manufacture may be converted.

THE *Cincinnati* BUTCHERS' SUPPLY COMPANY
CINCINNATI 16, OHIO



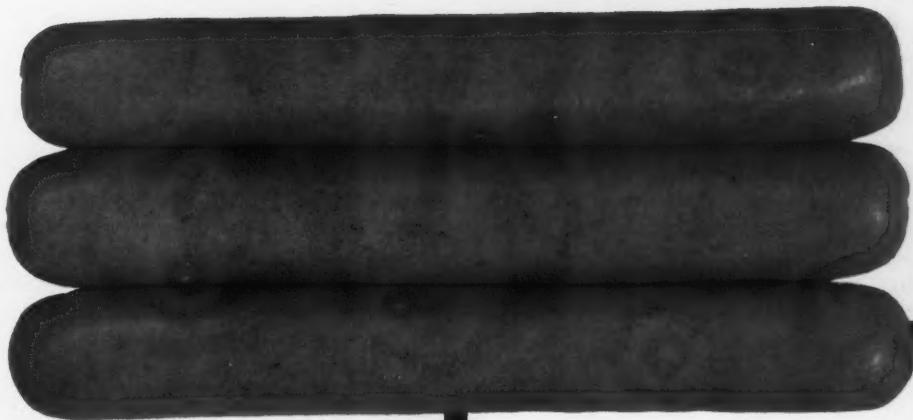
THESE FRANKS WERE CURED WITHOUT PFIZER ISOASCORBIC ACID...

Do you know how your franks look after a day in the retailer's showcase? Will they become a little gray-tinged like this? Not so appetizing are they? But color can break down in meat that's still perfectly fresh. The trouble is the housewife, who judges freshness by color, doesn't appreciate this. Time and factors such as the fluorescent light in showcases cause color fading and graying. Protect your processed meat products against this sales handicap with Pfizer Isoascorbic Acid or Sodium Isoascorbate.



Which *franks* would you bring home?

Actual comparison photos taken after a day in a showcase under fluorescent lighting.



THESE FRANKS WERE CURED WITH PFIZER ISOASCORBIC ACID...

Every housewife wants to buy franks that have appetite-appealing color like you see here. Isoascorbic acid insures this better cure color, and makes fresh looking color last much longer in the showcase, too. Improve your sales the easy, low cost way. Cure with Pfizer Isoascorbic Acid or Sodium Isoascorbate.

Turn page for directions on how to use Pfizer Isoascorbic Acid in processed meats. Mail coupon for free sample. —>

How to insure that your franks are the ones that go home



By the use of Pfizer Isoascorbic Acid or Sodium Isoascorbate, you can insure that your products will be at their eye-appealing best when the housewife sees them in your retailer's display case. Here's how—

To Protect Franks and Pre-Sliced Bologna, Salami...

With the steady increase of products pre-packaged for self-service, a greater need exists for the color protection of cooked and cured meats such as franks, bologna, salami, etc.

Generally, $\frac{1}{2}$ to $\frac{3}{4}$ ounce of isoascorbic acid or $\frac{5}{8}$ to $\frac{7}{8}$ ounce sodium isoascorbate should be used per 100 pounds of meat going into the chopper. (It's best added, however, toward the end of the chop—in solution.)

By experimenting, you will find that addition of Pfizer Isoascorbic Acid allows you to improve your smoking procedure. You can shorten smoking time. However, you should keep smoking time long enough to reach internal temperature

of 155°F. and to maintain this temperature for at least 15 minutes. Be careful not to raise the temperature too rapidly—casing might rupture or emulsion break.

Save your customer that lost slice

Protecting the color of whole bolognas and salami is just as important as protecting those sold pre-sliced. Here's why. Once an untreated whole bologna or salami is sliced, the end piece is exposed to the greying effects of oxidation and fluorescent lighting. When the color becomes too grey, most retailers slice off the end piece and throw it away. Unfortunately, more than meat is lost. Up to the point where the butcher cuts off the end piece, its faded and unappetizing surface is a poor salesman for your products. Sales as well as meat are lost.

Remember, flavor is *not enough* in your products. They must also have eye-appeal for the housewife.

BUILD SALES! MAIL THIS ACTION COUPON TODAY!

I want to see what Pfizer ☐ Isoascorbic Acid (☐ Sodium Isoascorbate) can do for my processed meats. Please send me work sample and include your Technical Bulletin 94—**Pfizer Products for the Meat Industry**, plus a convenient wall chart for preparing isoascorbic solutions.

Name

Position

Company

Street

City State

CHAS. PFIZER & CO., INC.
Chemical Sales Division
630 Flushing Ave., Brooklyn 6, N. Y.

Branch Offices: Chicago, Ill.;
San Francisco, Calif.; Vernon, Calif.;
Atlanta, Ga.; Dallas, Texas

Quality Ingredients for the food
industry for over a century

Pfizer

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AUTOMAT CUTTER

Your sausage is as good as
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Push button control;
safe and easy operation.

Direct cutting, no mashing.

No loading of meat,
no lost working time.

You also obtain precise
water control. Just decide
the amount of water to be
added to your product
and the adjustable water
timer controls this addition
exactly and automatically.

The Automatic bowl
revolution meter can be
pre-set to turn off at any
predetermined point to
guarantee the same
uniform sausage emulsion
at all times.

Call us today to learn
more about these and the
many other advantages
of the Presto
Automat Cutter.

SOLD

KINGAN PART
INDIANAPOLIS, INDIANA
DIVISION OF HYDRA-PAC

Four operating
possibilities—made possible
by two separate bowl speeds
and two separate knife
speed drives—now enable
you to control the particle
size of any type of sausage
automatically.



A REVOLUTIONARY IDEA IN MEAT PROCESSING

Allied

IMPORT & EXPORT CO.

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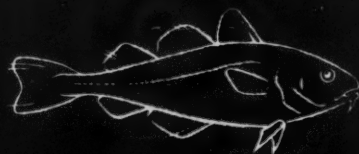
VAN BUREN 4-145



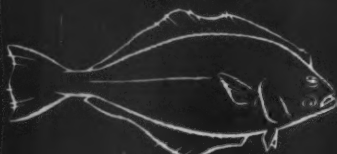
PORGY
(*Pagrus pagrus*)



BUTTERFISH
(*Poronotus triacanthus*)



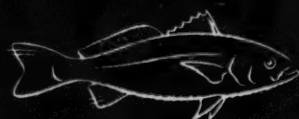
COD
(*Gadus morrhua*)



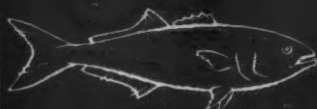
HALIBUT
(*Hippoglossus hippoglossus*)



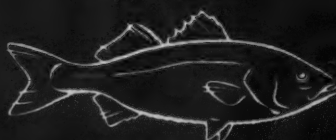
SWORDFISH
(*Xiphias gladius*)



WEAKFISH
(*Cynoscion regalis*)



BLUEFISH
(*Pomatomus saltatrix*)



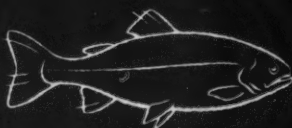
STRIPED BASS
(*Morone saxatilis*)



HADDOCK
(*Melanogrammus aeglefinus*)



POMPANO
(*Trachinotus carolinus*)



BROOK TROUT
(*Salvelinus fontinalis*)



PERCH
(*Perca flavescens*)

Polyethylene packaging can help sell any fish you can name



And, it's easy to see why film packages made from BAKELITE Brand Polyethylene help sell fish better.

Self-service shoppers prefer their convenience which makes selection easier, faster. Retailers share this consumer preference because polyethylene packages blend maximum promotion with maximum protection. They enhance product quality which stimulates impulse buying for extra sales. They have superior strength—resist breakage—even at freezing temperatures. Fish stays fresh and clean which is so important because shoppers select by appearance. Polyethylene film may be printed in many colors. And remember, it costs less than any other transparent film.

BAKELITE COMPANY WILL HELP YOU . . . See how low cost polyethylene film packaging can build your sales. For the names of suppliers, write Dept. BW-118 today. Bakelite Company, Division of Union Carbide Corporation, 30 East 42nd Street, New York 17, N. Y.

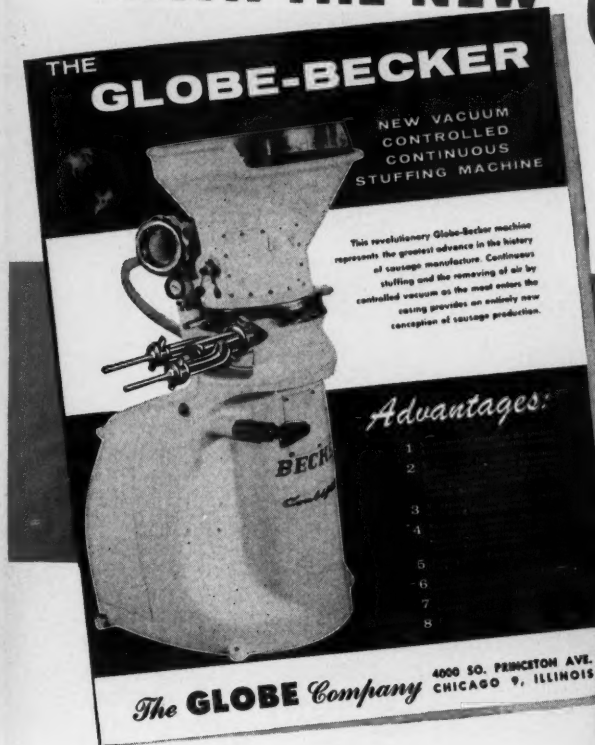
It pays to package in **BAKELITE**
BRAND
PLASTICS



The terms BAKELITE and UNION CARBIDE are registered trade-marks of UCC.

CONTINUOUS STUFFING WITH THE NEW GLOBE-BECKER

VACUUM CONTROLLED STUFFING MACHINE



*Send for this
Free Catalog
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WITH THESE ADVANTAGES:

- ★ Fast, Continuous Operation
- ★ Air-free Product with Controlled Vacuum
- ★ Product Improvement
- ★ Ease of Cleaning
- ★ Economy of Operation and Maintenance
- ★ Complete Safety
- ★ Easy Installation

This revolutionary Globe-Becker machine represents the greatest advance in the history of sausage manufacture. Continuous stuffing and the removing of air by controlled vacuum as the meat enters the casing provides an entirely new conception of sausage production.



Globe equipment is now available through "NATIONWIDE" leasing program

THE GLOBE COMPANY

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INTRODUCING

NEW

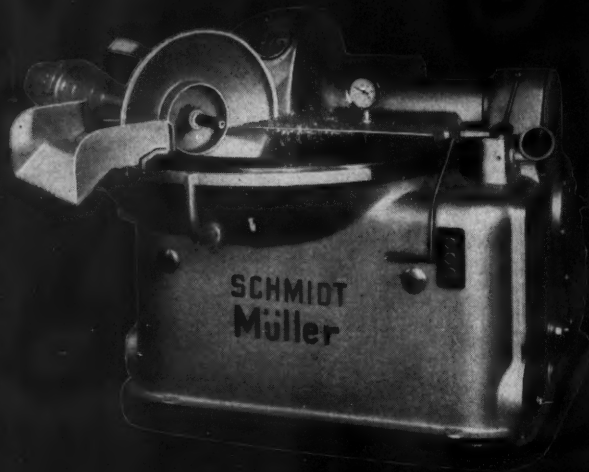
MONEY-**SAVING** SCHMIDT/E.M.S.

meat packing equipment



CHOPPER

- takes larger chunks — cuts boning time
- self-feeding — no stomping
- cannot crush or overheat meat
- capacities — 1,000-6,500 lbs./hr.



SILENT CUTTER—All Automatic

Does 4 Jobs in One . . . chops — minces — slices — mixes. Handles fresh or frozen meat, any size without previous grinding . . . produces sausage blends in 1/3 the time.

- Automatic ejection in one or two revolutions
- Better products faster — single and 2 speeds
- 40 to 400 lbs. capacity
- Temperature and time indicator.

**Gives faster production...Costs less to own...Obsoletes single-purpose units
Requires less space...Simpler to operate...Reduces labor costs**

OTHER COST-CUTTING EQUIPMENT

MIXER . . . portable, rust-proof . . . capacities—240-440 lbs.

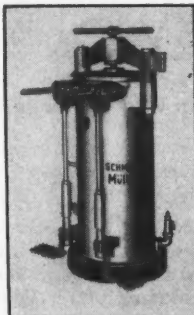
DICER . . . dices everything including meat, poultry and fish
capacities — 330-3,300 lbs./hr.

ICE CRUSHER . . . can be attached to Silent Cutter . . . economical — rugged — fast

CUTTER-CHOPPER COMBINATION . . . processes 2 kinds of meat
simultaneously—ideal for small packer . . . 3-in-1
(cutter-chopper-mixer)

**complete stock of parts for
all models—all popular models in stock**

Write today for complete details on the new
Schmidt/E.M.S. line of money-saving equipment.



STUFFER

3 major safety features.

Foot-pedal operated—leaves
operator's hands free to
work casing.

Water or air powered models.

Capacities—40-200 lbs.

Dealer Inquiries Invited



THE C. SCHMIDT co.

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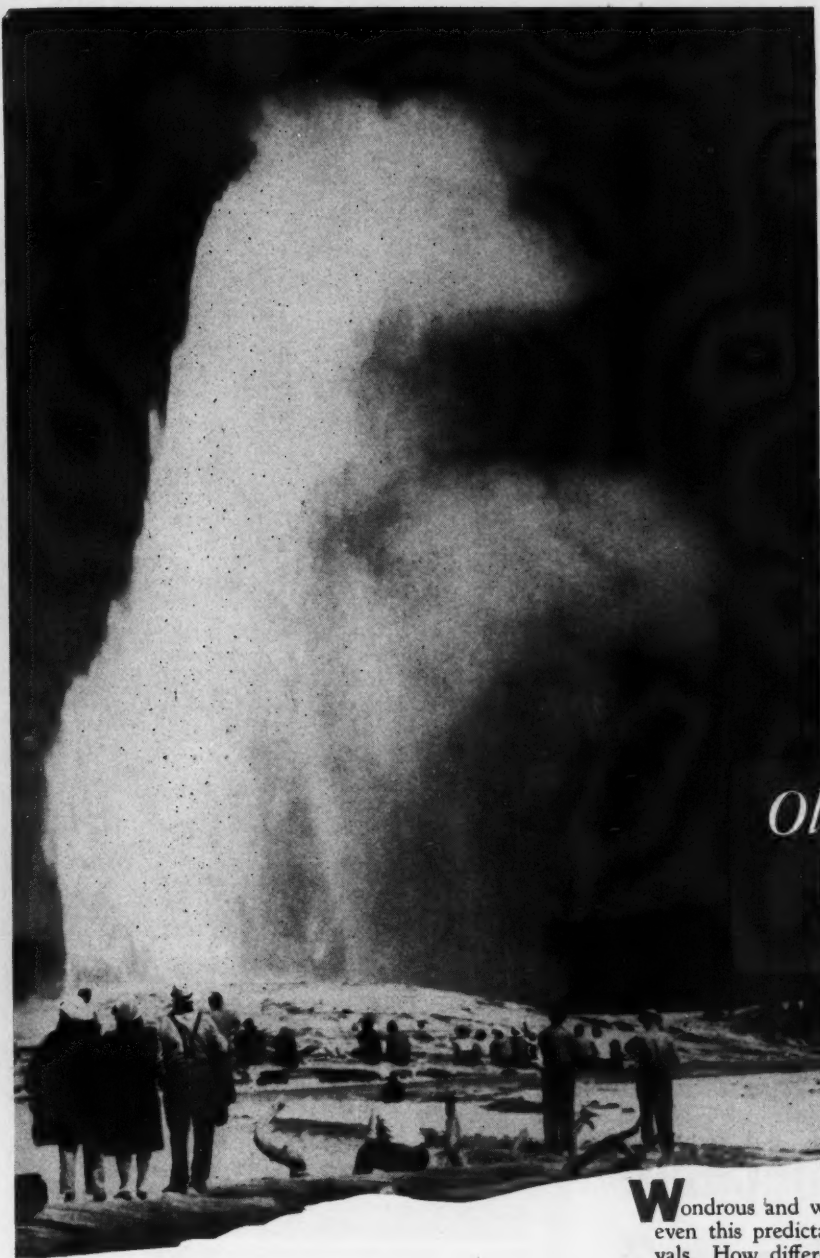
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units

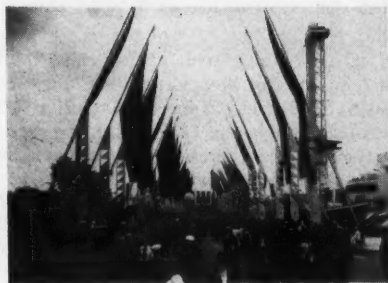
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CO.

3, 1958



Old Faithful — PRAGUE POWDER



Introduced in 1934, exhibited at Chicago's Century of Progress Exposition, PRAGUE POWDER is "Old Faithful" in modern curing. U. S. Pat. Nos. 2,668,770 — 2,668,771 — 2,770,548 — 2,770,549 — 2,770,550 — 2,770,551.



Wondrous and world-famous is "Old Faithful." Yet, even this predictable geyser erupts at *irregular* intervals. How different from the "Old Faithful" among cures—*constant, uniform* PRAGUE POWDER!

PRAGUE POWDER begins as a bubbling, boiling crystalloid—uniting balanced amounts of nitrite and nitrate in a curing compound of dependable uniformity and high pH. It becomes "Old Faithful" the instant all ingredients are fused as one in microscopic crystals . . . every batch laboratory controlled!

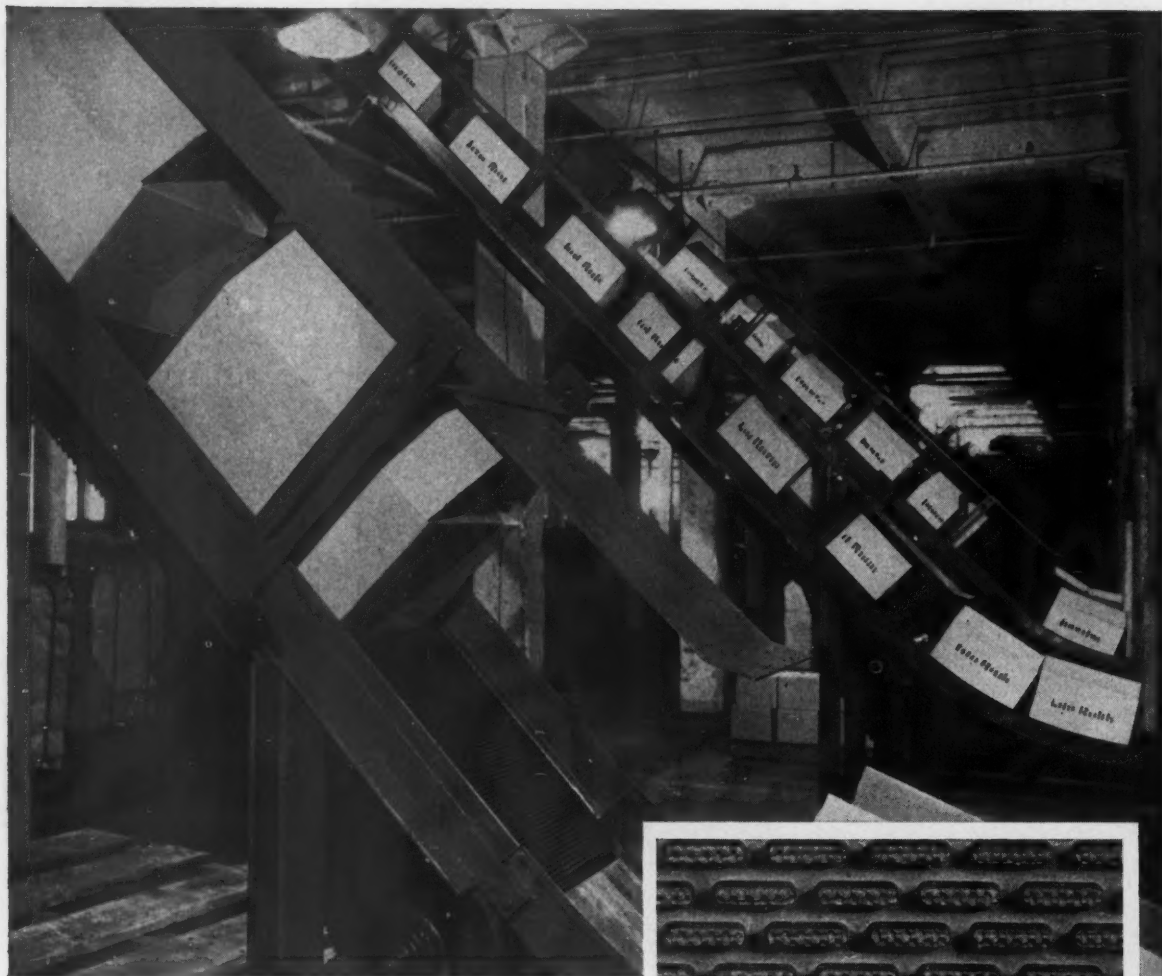
You'll welcome its faithful curing action. How it starts to develop color instantly and speeds enzymic action that breaks down proteins, brings out flavor!

Griffith
LABORATORIES, INC.

CHICAGO 9, 1415 W. 37th St. - NEWARK 12, 37 Empire St. - LOS ANGELES 58, 4900 Gifford Ave.



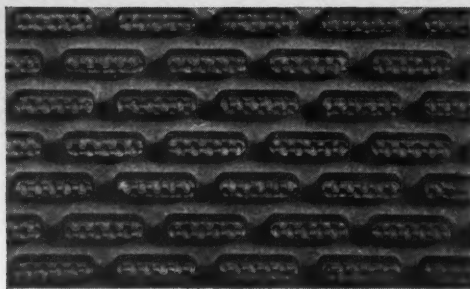
STEEP GRADE CONVEYOR BELTING



Whatever became of Gravity?

It's hard to believe that these cartons are not nailed down to the U. S. SteepGrade Belts, so steep is the angle of descent. The scene is the American Can Company's plant in Baltimore, Md., and these light, smooth-finished cartons are being carried at an angle of 45 degrees—with *no slippage*. The sharp angle is necessary because existing floor beams and walls limit the space.

Before the installation of U. S. SteepGrade Belts (there are 10 in all) the cartons went down chutes. This often



Exclusive "gripper cleat" construction means the cleats are not attached or cut in; they are *molded*—a true and integral part of the belt—and cannot be torn off by heavy boxes.

caused pile-ups at the bottom, with spilled cans, broken cartons and lost tempers. But SteepGrade now offers controlled descent, with cartons evenly spaced. Exclusive "gripper cleat" construction holds the cartons firmly—even at steep, gravity-defying angles—thereby saving valuable floor space, conveyor length and belt footage.

This belting—plus expert engineering service—is available at your local "U. S." Distributor, or write us at Rockefeller Center, N. Y. 20, N. Y. In Canada: Dominion Rubber Co., Ltd.



Mechanical Goods Division

United States Rubber

See things you never saw before. Visit U. S. Rubber's New Exhibit Hall, Rockefeller Center, N. Y.

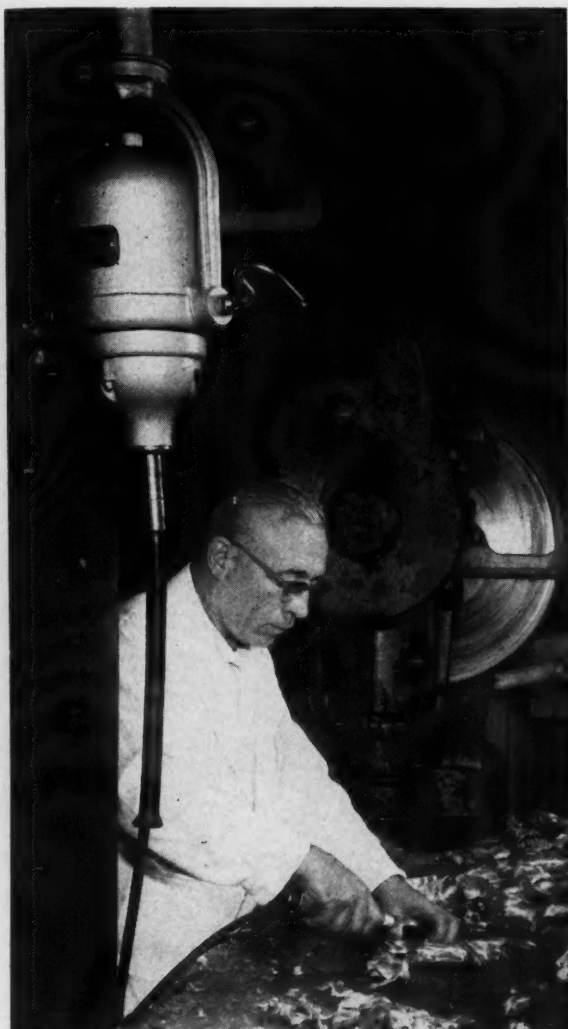
GET HEP!

BONE and TRIM the MODERN WAY

with a

Whizard

BONE TRIMMING MACHINE



**Used by Leading Chains and
Independent Packers on Pork and Beef**

- Salvages valuable meat usually wasted
- Boosts your production with less labor cost
- Processes up to 7 pork necks a minute
- Raises yield on pork back bones up to 1 1/4 pounds per hog
- Trims beef bones chilled or hot

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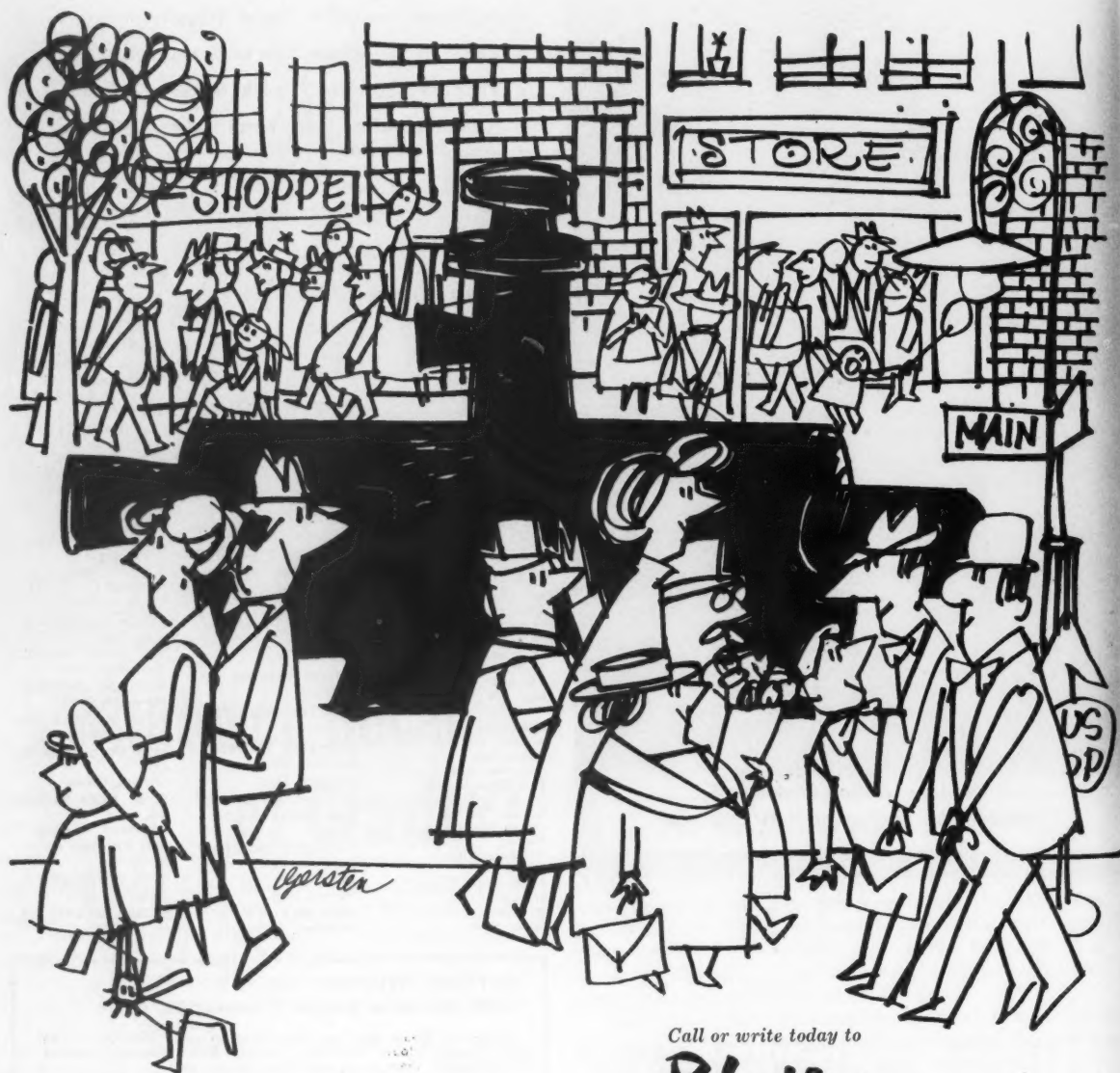
Gentlemen: Please send me information on your "Whizard" Model 500 Packing House Production Electric Bone Trimming Machine. I understand there is no obligation on my part.

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CITY _____ State _____

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Your cookers could be right in the middle of Main Street for all any nose could tell — once an Alamask is added. Alamasks are re-odorizing chemicals for every essential industry with *non-essential* odors. Alamask neutralizes foul odors, has been doing it for years and the rendering industry is no exception.

Take a good, hard, objective look at your plant, your prestige and your future in the community. Consider the population pressures and new zoning laws. It's easy to let Rhodia know about your odor problem. Rhodia has heard a lot like it before and can be a real help to you *now*. Others have seen their problems solved quickly, simply and *economically*.



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PLaza 3-4850

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now...handy smaller size...new features

Tote Boxes

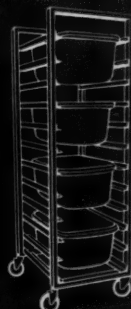
by WEAR·EVER



Smooth, rounded,
easy-to-clean
corners

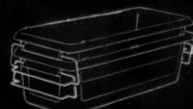
#24 Over-all Size:
23 $\frac{7}{8}$ " x 17-1 $\frac{1}{16}$ " x 10 $\frac{3}{8}$ "

Exclusive
Open Bead
design



#24 avail-
able without handles
to fit Cres-Cor Pan Rack

Stack
when filled



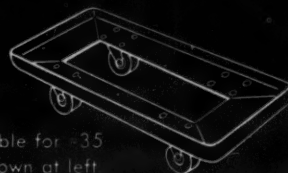
Nest
when empty

#35 Over-all Size:
34 3 $\frac{1}{16}$ " x 16 $\frac{5}{8}$ " x 12"

Strong, smooth
one-piece handle



Dolly available for #35
shown at left



You asked for it... a smaller version of the famous Wear-Ever #35 Tote Box. It's our new #24, shown at top in the above illustration, and it's available now.

We've designed it particularly for you whose needs call for a lighter, smaller, easier-to-handle container. It is available without handles, to fit perfectly in a Cres-Cor pan rack.

This new box incorporates the same quality construction features as our standard size box—special extra hard wrought

Wear-Ever Aluminum Alloy, sanitary open bead and extra strong, double-embossed bottom.

Like its big brother, shown in the smaller photo, this new box stacks when full, nests when empty and is available with your identifying imprint on side or end, if desired.

For full information on our complete line of food handling items, call your local Wear-Ever man, or send coupon below.

Ask us about special equipment to your specifications

WEAR-EVER ALUMINUM INC.
405 Wear-Ever Bldg., New Kensington, Pa.
GENTLEMEN: I'd like to know more about your Tote Boxes and other handling equipment.

☐ Send me your catalog. ☐ Have your representative see me.

NAME.....

TITLE.....

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NEW IDEA! Wear-Ever's new Nickel Scouring Cloth. Won't scratch, won't mar, far outlasts ordinary scouring cloths. At your dealer's.



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WEAR-EVER ALUMINUM INC.
WEAR-EVER BLDG., NEW KENSINGTON, PA.

Use a "TILT-TOP" TRUCK with your TY LINKER

COMPLETE HANDLING OF PRODUCT FROM
STUFFER TABLE TO SMOKE STICK

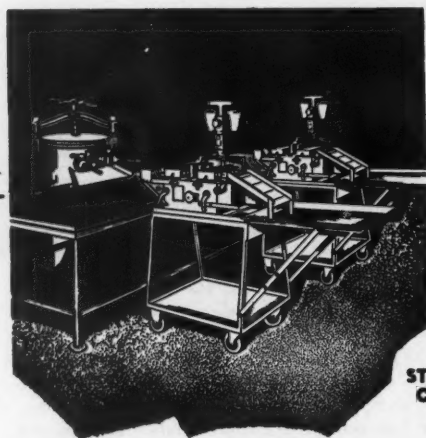


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Ready for Operation*



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**STAINLESS STEEL
CONSTRUCTION
THROUGHOUT**

- SELF-LOCKING DEVICE FOR SMOOTH TILTING
- EQUIPPED WITH LARGE SWIVELED CASTERS
- SIZE—68" LONG—33" HIGH—24" WIDE

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OVER 3000 TY LINKERS IN DAILY OPERATION

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Top quality OILS and FATS

For the best in vegetable oils, meat fats and shortenings at prices that save you money, look to METROPOLITAN! We can provide you with a wide selection of fats and oils for every requirement.

Only the most modern Girdler equipment is used to process our merchandise and meet high quality control standards.

For outstanding service on any need in fats or oils, contact Metropolitan today!

- OLEO OILS
- SOY BEAN OILS
- COCONUT OIL
- COTTONSEED OIL
- HYDROGENATED LARD
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Express delivery service directly to your door . . . daily or weekly . . . anywhere . . . anytime at your convenience via our own Red Falcon service fleet of 69 stainless steel tank trucks.

Available fully or partially Hydrogenated and/or Deodorized according to your needs.

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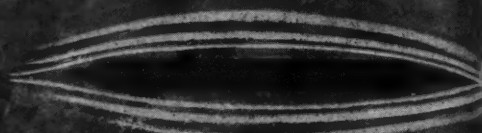
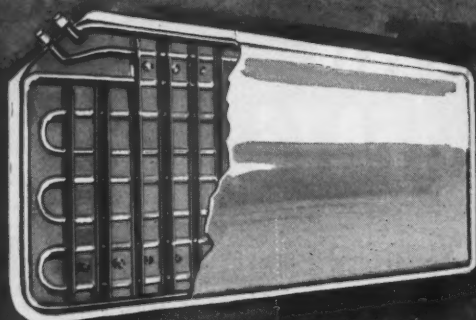
METROPOLITAN
FATS AND OILS INC.

Home of the Red Falcon Service Fleet

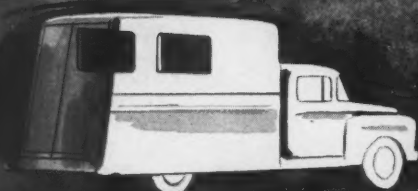
Foot of East 22nd Street, Bayonne, N. J.

KOLD-HOLD[®] TRUCK REFRIGERATION

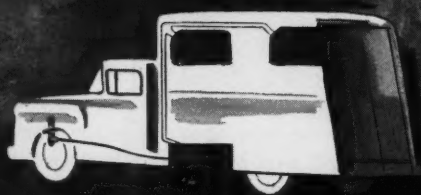
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STREAMLINED for greater efficiency



for STRAIGHT "HOLD-OVER"



for "OVER-THE-ROAD"
SYSTEMS

KOLD-HOLD[®] truck plates give extra cooling capacity

KOLD-HOLD "Hold-Over" plates are designed to produce more refrigeration faster than any other plate on the market. The streamlined design induces a rapid sweep of air over the plate surface for exceptionally fast pull-down.

Furthermore, each plate is completely filled with eutectic solution with no ineffective pockets without refrigeration.

For top value in plate refrigeration, investigate KOLD-HOLD plates for your trucks... as straight "Hold-Over" plates or as lo-sides with MARK and CROWN continuous truck refrigeration systems.

KOLD-HOLD[®]

DIVISION

Tranter Manufacturing, inc.

200 E. Hazel St., Lansing 9, Michigan

ask the KOLD-HOLD[®] man in your area for help with your truck refrigeration problems



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SUPERIOR PRESSURE



An IMPORTANT FEATURE of Adelmann Ham Boilers

The contracted elliptical springs, when a Ham Boiler is in use, are constantly seeking to regain their maximum height. The bar cannot move, because of ratchets affixed at each end, so a constant, wide, even, non-tilting pressure is applied to the cover. This causes it to follow the ham down during shrinkage, resulting in a firm, solid product. Further, repressing after boiling, but before cooling, is permissible and recommended. A properly moulded ham cannot help but result.

OVER 100 SIZES 10 DIFFERENT SHAPES

Adelmann Ham Boilers are designed for better hams. Simplicity of operation, easy cleaning, and long life — all contribute their part toward successful results. Hams produced in Adelmann Ham Boilers really sell!

For better boiled hams choose the standard with the industry for over forty years. Why not check your equipment today?

HAM BOILER

CORPORATION

Office and Factory • • • Port Chester, New York

ADELMANN — "The Kind Your Ham Makers Prefer"



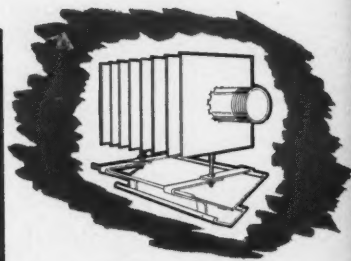
THE LEADER IN REFRIGERATION SINCE 1882



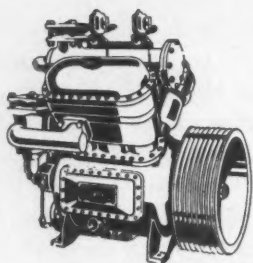
ICE MAKERS



VALVES & FITTINGS



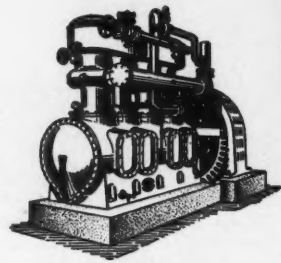
PRESTFIN PIPE COILS



ECLIPSE COMPRESSORS



AIR CONDITIONING



HEAVY-DUTY COMPRESSORS

Frick Company designs and manufactures equipment engineered to the individual requirements of your plant.

If you need any type of cooling or temperature control . . . call your nearest Frick Branch Office or Distributor for recommendations and estimates.

*

Offices in principal cities throughout the world.

"ECLIPSE" COMPRESSORS
2 to 9 cylinders

HEAVY-DUTY COMPRESSORS
3 by 3 to 17¾ by 12

AIR HANDLING UNITS

QUICK FREEZING SYSTEMS

BLOCK & SHELL-ICE MAKERS

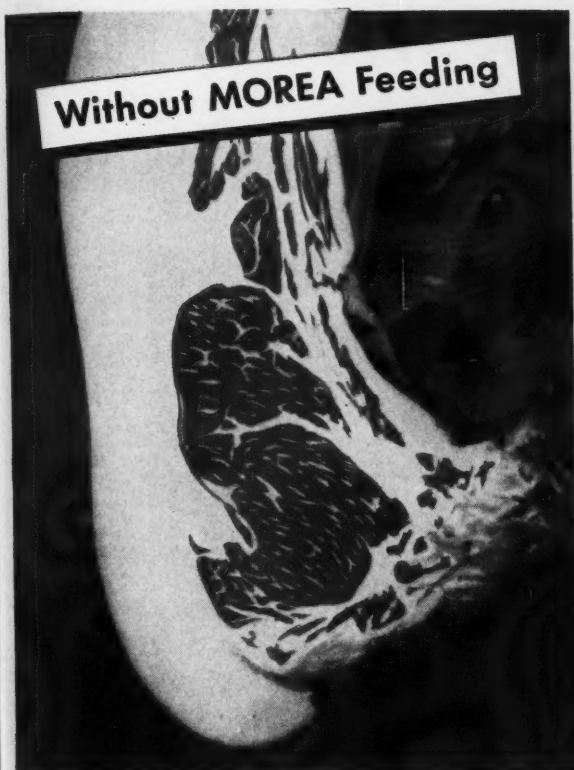
CONDENSERS
Evaporative & Shell-&-Tube

AIR CONDITIONING

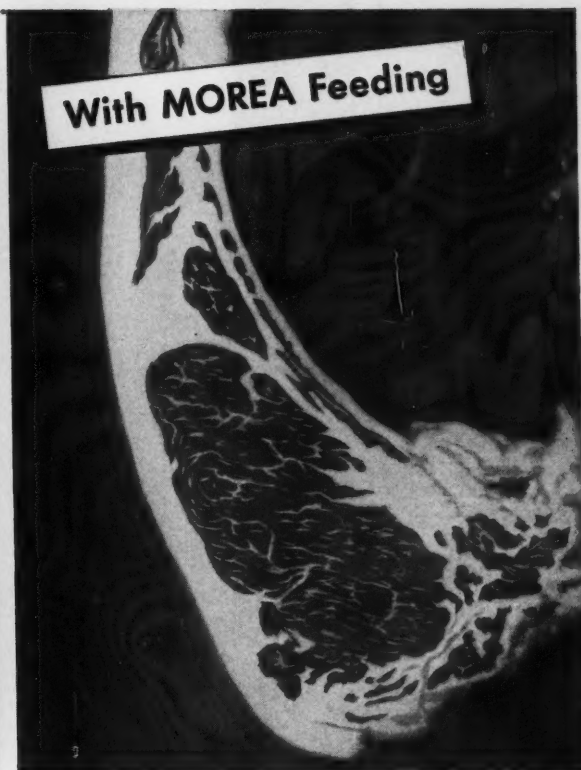
LOW-PRESSURE REFRIGERATION UNITS
¼ to 20 H.P.

CONTROLS, VALVES & FITTINGS
SHELL-TUBE & COIL COOLERS

DEPENDABLE REFRIGERATION SINCE 1882
FRICK CO.
WAYNESBORO, PENNA., U.S.A.



Without MOREA Feeding



With MOREA Feeding

These two cuts of prime beef are from sister animals. Beef at the left is from an animal fed a conventional ration, showing well-marbled meat but also much waste cover fat. At right, beef from an animal fed on a MOREA Liquid Feed program has considerably better marbling and a minimum of waste cover fat.

MOREA® Liquid Feed produces quality meat with less fat!

There's something new in the beef and lamb business! It's MOREA, the modern liquid feed that pays off for the packer as well as the feeder, by producing meat that grades better with less waste fat.

What is MOREA Liquid Feed? It's a patented feed supplement which permits the feeding of larger amounts of roughages and smaller amounts of grain than usual. MOREA contains urea nitrogen, ethanol, phosphoric acid and trace minerals. Thousands of cattle and lambs have been fed to top finish on a MOREA program.

Here's how liquid MOREA Feed Supplement works: In the rumen of a beef animal or lamb, feed is digested by billions of micro-organisms and protozoa. MOREA provides these micro-organisms with the exact elements they need to build protein and carbohydrates, to digest high-cellulose roughage, and to carry on

processes that give ruminants top nutrition for economical weight gains. MOREA is the modern supplement for ruminants—everything in MOREA is a needed nutrient.

But far more important to the packer, liquid MOREA Feed Supplement aims the whole digestive process toward producing top quality meat. More protein is formed, and white fat is deposited as marbling in the tissues, rather than in wasty cover fat. The result is that animals

reach "market finish" faster. When the carcasses are cut, marbling is excellent and meat is firm, flavorful and tender. The dressing percentage per carcass is higher.

Cattle and lambs finished for market on MOREA feed programs, have consistently shown up well in the packing house. For more information on the advantages of MOREA-fed meat, write to the nearest address below.

MOREA is a registered trademark of Feed Service Corp.



U. S. INDUSTRIAL CHEMICALS CO., New York 16, N. Y.

DIVISION OF NATIONAL DISTILLERS AND CHEMICAL CORP.

FEED SERVICE CORPORATION, Crete, Nebraska



preserve
natural
color,
real
meat
flavor...

... use CERELOSE dextrose sugar in your curing mix. Cerelose acts as a reducing agent, controls oxidation, fixes color—and does it more effectively and economically than any other sugar. Cerelose also protects tenderness and enhances natural meat flavors. Leading packers use Cerelose year after year in luncheon meats, meat loaves, frankfurters, bologna, tongues, corned beef, hams and shoulders.

CERELOSE[®] dextrose sugar



CORN PRODUCTS SALES COMPANY • 17 Battery Place, New York 4, N. Y.

STOP EXCESSIVE SHRINKAGE WITH GEBHARDTS



Gebhardt's vaporized air system chills cattle faster with a considerable savings on "shrink." The users of Gebhardts are reporting savings on shrink as high as 1% (which is six pounds on a 600 lb. cattle). The shrinkage saving in one year often pays for a Gebhardt installation.

■ CONTROLLED TEMPERATURE

■ CONTROLLED HUMIDITY

■ CONTROLLED CIRCULATION

■ AIR PURIFICATION

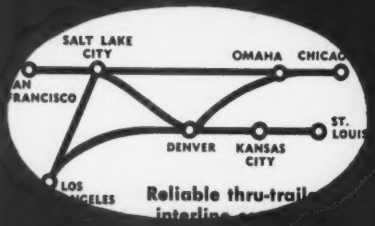
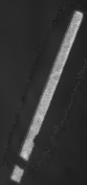
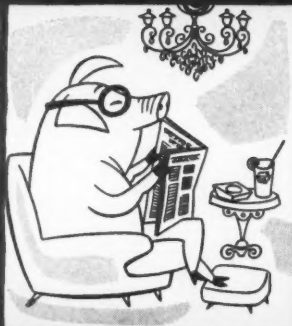


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PRIVATE ROOMS

INDIVIDUAL



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Be sure to study their product information pages when consulting the Purchasing Guide.

GET THE FULL STORY

You're undoubtedly using the Purchasing Guide as a matter of course when working on buying decisions. Why not gain the greatest possible benefit from its use by making it your practice to study the special product information pages carried by many of the leading suppliers to your industry? Here is the place to go for detailed, specific information—the kind you need to make the best possible buying decisions.

The torch symbol is being used by many of our National Provisioner advertisers to indicate to you that they carry detailed product information in the pages of the 1958 Guide. Look for this symbol and let it light the way for you to better buying.

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EFFERVESCENT - SELF-DISSOLVING
PREMEASURED - ALL-PURPOSE

ASCORBIC TABLETS

M.I.B. approved

TWO ASCO-TABS form approximately $\frac{7}{8}$ ounce of Sodium Isoascorbate in solution.

100 ASCO-TABS form therefore approximately $2\frac{3}{4}$ lbs. of Sodium Isoascorbate in solution.

ASCO-TABS ... NOW — PRACTICALLY AT THE PRICE OF SODIUM ISOASCORBATE IN BULK.

Price: 5000 or more ASCO-TABS \$9.90 per 100 tablets, delivered
2000 " " " 10.15 " " " "
1000 " " " 10.40 " " " "

Less than 1000 Asco-Tabs for trial orders — 5% additional.

Terms: 1% 10 days - 30 days net

All merchandise will be invoiced at prices prevailing at date of shipment

● **FOR ALL SMOKED SAUSAGE PRODUCTS**
ONLY ONE ASCO-TAB for 50-75 lbs. of fresh meat

● **FOR ALL PUMPING AND COVER PICKLE**
Simply add TWO ASCO-TABS to every 10-15 gals. of pickle solution

WHY . . . ASCO - TABS?

ASCO-TABS . . . eliminate weighing and handling . . . eliminate — waste — spilling — excessive use . . . eliminate preparing of stock solutions . . . eliminate loss of strength . . . safe — no harmful fumes.

M.I.B. labeling requirements: Sodium Ascorbate or Sodium Isoascorbate.

AND . . .

ASCO-TABS . . . dissolve instantly . . . develop faster more uniform cure color . . . give more stability . . . retard color fading . . . shorten smokehouse time . . . reduce shrinkage . . . save fuel . . . longer shelf life . . . assure appetizing eye appeal . . . have all the advantages of Ascorbic Acid or Sodium Ascorbate . . . maximum yield . . . facilitate production and cost control.

Send your order today with a full money back guarantee.

LEBERMAN, INC.

P. O. BOX 14

• REGO PARK 74, N. Y.

Telephone Illinois 9-5839

*Read and pass along
to Bacon Dept.*

EMHART BACON LINE CUTS COST UP TO 32%

A leading packer (name on request), after a year of evaluation, reports that output on the Emhart Bacon Line averages 200 lbs. per hour per operator — as compared to 135 lbs. to 145 lbs. per hour per operator on conventional lines. These figures are based on the over-all operation.

*This is
something!*

Net saving in the cost of slicing, shingling, tray loading, weight correcting and folding trays is 27 to 32%!

That is just part of the story. In addition to improving general efficiency, the Emhart unit minimizes giveaway. On the basis of 20 slices per lb., giveaway can be held to as low as .133 of an oz. per lb. The published industry average is .20 to .39 of an oz. per lb.

Look at this! →

A bonus in giveaway reduction of 33½ to 66%.

There's more to the "revolution" in bacon profits introduced by the Emhart Bacon Line. For more information write for our folder, "TAKE THE PROFIT SQUEEZE OUT OF YOUR BACON LINE." Better yet, ask to see one of our representatives.



EMHART MFG. CO.

STANDARD-KNAPP DIVISION

PORTLAND, CONNECTICUT

Unit integrates slicing, shingling, tray loading, weighing, weight correction and tray folding.



1. Unit slices bacon into shingled groups, automatically spaces and feeds them onto trays.

2. Visually indicates weight correction to an accuracy of $\frac{1}{3}$ of a slice.

3. Packages of correct weight are delivered to the flap folding station.





has been protecting

moist foods

for over 60 years



See page K/Wa



For greatest satisfaction use **SPECIALLY-DESIGNED** West Carrollton Parchment wrappers for moist foods, which will virtually eliminate loss of freshness and flavor. **NON-TOXIC**, odorless, tasteless and grease resistant.

WEST CARROLLTON PARCHMENT COMPANY
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BUTTER TUB LINERS &
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MEAT WRAPPERS
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LARD CARTON LINERS
GIBLET WRAPPERS

FISH FILLET WRAPPERS
& INSERTS
LINERS FOR MEAT TINS
POULTRY WRAPPERS
SAUSAGE WRAPPERS
CHEESE WRAPPERS
TAMALE WRAPPERS

VEGETABLE SHORTENING
CARTON LINERS
TRI-WRAP & DUO-WRAP
FOR SMOKED MEATS
BACON WRAPPERS
MARGARINE WRAPPERS
CAKE DECORATORS
CELERY WRAPPERS

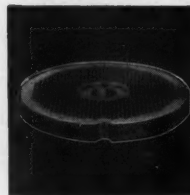
BUTTER BOX LINERS
BAKERY PAN LINERS
RELEASE PARCHMENT
MASTER PARCHMENT
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PARCHMENT
AUTOCLAVE PARCHMENT
PARCHMENTIZED KRAFT

SILICONE • MYCOBAN • QUILON & DRY WAXED PARCHMENT
CLEAN FOOD PAPER—For Delicatessen and Grocery Stores, also Fish and Meat Markets.

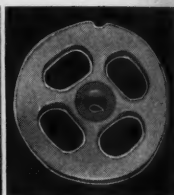
For Longer
Knife and Plate Life
Specify Speco
"correct design"
Grinder Plates

Studs for all grinder makes . . . plates to your own specifications—America's foremost meat processors have been buying from Speco for 32 years!

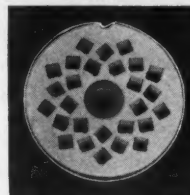
**Ask About Speco
Special Purpose Grinder Plates**



C-D Triumph Plates—
one piece solid hub or
reversible



C-D Special Purpose
Plates with Kidney-
Shaped Holes



C-D Square-Hole Plates
($\frac{1}{8}$ " up)



C-D Special Purpose
Plates with Teardrop-
Shaped Holes

Write for Speco catalog and helpful plate ordering guide. Ask about Speco's (1) C-D Triumph Stainless Steel Plates (2) C-D Square-Hole Plates (3) C-D Special Purpose Plates with Kidney-shaped Holes (4) C-D Special Purpose Plates with Teardrop-Shaped Holes pictured above. Get facts about new Speco Retaining Bearing that assures longer plate and knife life.

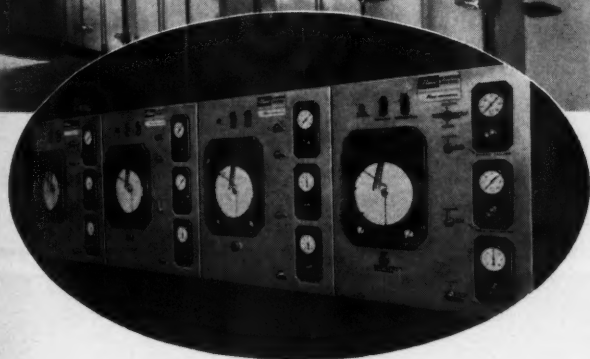
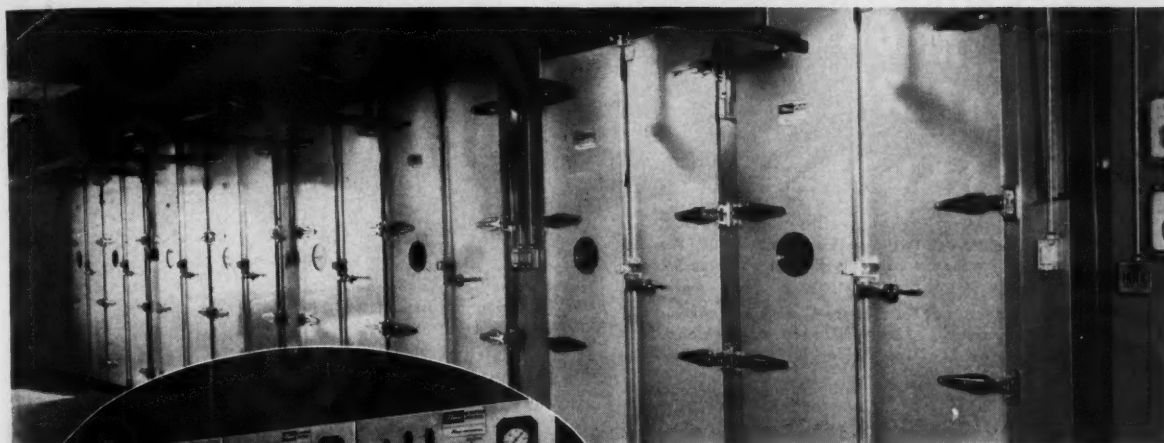
SPECO inc.

Speco, Inc.

3946 Willow Rd., Schiller Park, Ill.

Phone Gladstone 5-7240

Replace your old obsolete smokehouses
with the **ATMOS** SYSTEM
fully automatic



Obsolete smokehouse
equipment **COSTS!**

New ATMOS smokehouses
PAY DIVIDENDS!

1. Take advantage of accelerated depreciation schedules.
2. New modern smokehouses return their investment not only the first year but year after year.

Finding the costs of ATMOS SMOKEHOUSES is as simple as A . . . B . . . C.
To find the cost of new ATMOS SMOKEHOUSE equipment, apply the following formula:

$$A - B = C$$

A Cost of new
Atmos Smokehouses—
—minus—

B Savings due to increased production.
Savings due to increased yield.
Savings on labor and handling.
Savings on fuel and sawdust.
Accelerated depreciation write-off.
Accrued depreciation of old equipment.

C . . . equals . . . true Cost of New
Atmos Smokehouses.

ATMOS
Corporation

1215 W. FULLERTON AVE. • CHICAGO 14, ILLINOIS • EAstgate 7-4240
All inquiries from outside the U. S. should be addressed to appropriate representative—

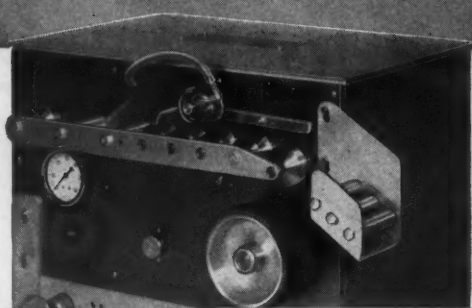
- Canadian Inquiries to:
McGruer, Fortier, Myers, Ltd., 1971 Tansley St.
Montreal Canada (La 5-2584)
- European Inquiries to:
Mittelhauser & Walter, Hamburg 4, W. Germany
- South, Central and Latin American Inquiries to:
Griffith Laboratories S. A., Apartado, #1832
Monterrey, N. L. Mexico

THE TEE-CEE WIENER PEELER

**USES NO
STEAM OR
WATER!**



See
Page
H/Te



The Tee Cee Peeler will peel at least 500 lbs. of average size franks an hour. Will peel any size wiener or frank made in artificial casing.

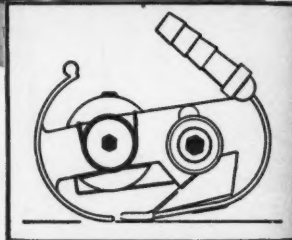
No product lost, cut or scarred, and no sorting or re-peeling necessary. The efficiency and mechanical simplicity of the Tee Cee Peeler is highly praised by all users.

COMPACT—Shipping size is 14" x 14" x 19". Operating space required is 14" x 42" to 49".

MAINTENANCE—The Tee Cee Peeler is built of stainless steel and anodized aluminum. There is nothing to get out of order or adjustment and daily clean up with hot water is all that is necessary.

New patented mechanical features including this new cutter head for more efficient operation.

FOR FULL
INFORMATION
WRITE



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CANADIAN REPRESENTATIVE: MR. WALTER PRESSWOOD, 30 MAYBANK ST., TORONTO

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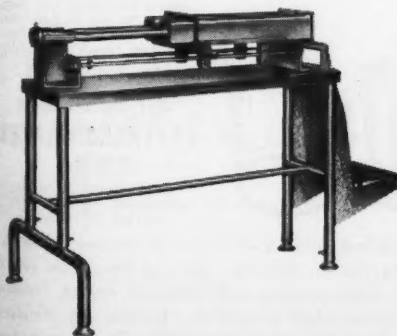
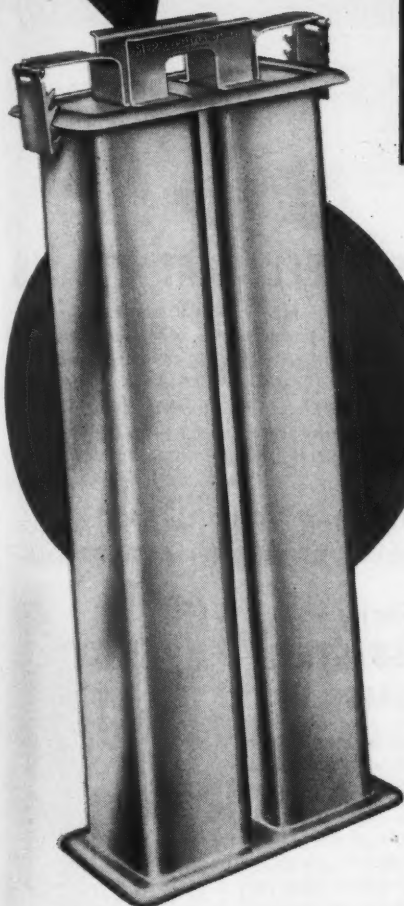


United States Cold Storage Corporation
Sign of the BEST... U. S.!

EXCLUSIVE

NEW SIZE: $3\frac{7}{8} \times 3\frac{7}{8} \times 24$

Mepaco DUAL LOAF MOLD



Now, you can produce loaves in three sizes: the much-in-demand $3\frac{7}{8} \times 3\frac{7}{8} \times 24$ "; the always popular $4 \times 4 \times 24$ "; and the established $4\frac{1}{2} \times 4\frac{1}{2} \times 24$ ". With all sizes you get these exclusive advantages:

- **UNIFORM SIZE**—pre-select the size you want and that is exactly the size you get.
- **NO TRIMMING**—product has square ends; so trimming and reworking are not necessary.
- **NO CHECK-WEIGHING**—product is uniform in texture and size; so frequent check-weighing is not necessary.
- **NO VACUUM MIXING**—spring tension lid holds product firm as it cooks and cools; so there are no jelly or air pockets.
- **NO GREEN LOAVES**—complete and even circulation around each mold means uniformity in cooking.
- **NO BULGES**—heavy steel molds are protected by metal guards at ends; so there are no dents to cause bulges.
- **NO LOST TIME**—actual experience proves that product in Mepaco Dual Loaf Mold requires up to 30% less cooking time.
- **NO WASTE MOTION**—handling two molds at once saves work; entire operation can be handled by one man.
- **NO SHRINKAGE**—stuffed in polyethylene bag, the loaf retains its exact size until sliced, even days later.
- **NO GREASING**—when used with polyethylene bags, Mepaco Dual Loaf Mold requires no greasing.
- **NO EXCESS WASHING**—when used with polyethylene bags, 80% of the washing problem is solved.

Mepaco Stuffer, U. S. Patent No. 2726024, is designed specifically for use with the Mepaco Dual Loaf Mold.

For further information write Department P or Teletype OA 532

Mepaco

MEAT PACKERS EQUIPMENT CO.

Telephone KEllow 2-1655 • 1224 - 49th Avenue, Oakland 1, California



THE
PROVED TIME TESTED
EFFERVESCENT ISOASCORBATE
TABLET

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THE EFFICIENT WAY TO USE
SODIUM ISOASCORBATE
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ACCURATE—premeasured, uniform addition of isoascorbate.
CONVENIENT—easy to handle, no paper to tear or dispose of, no handling of drums.

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TIME SAVING—eliminates weighing and handling.

VERSATILE—can be used in comminuted products and curing pickle.

QUICK DELIVERY—from the Takamine warehouse nearest you.

It will TASTE better
LOOK better
SELL better
with TAKAMINE products

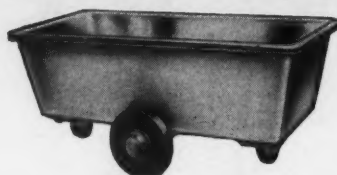
Write our Technical
Service Department
for Bulletin TL-400

TAKAMINE

LABORATORY

DIVISION OF MILES LABORATORIES, INC.
CLIFTON, NEW JERSEY

STANcase STAINLESS STEEL EQUIPMENT



STAINLESS STEEL MEAT TRUCKS

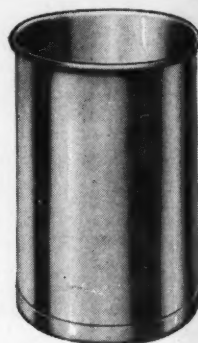
STANcase STAINLESS STEEL MEAT TRUCKS have been carefully engineered to meet the requirements of modern plants for long-life equipment which can be maintained sparklingly clean and sanitary with minimum labor. There are five STANcase Trucks with capacities of: 225 lbs., 500 lbs., 800 lbs., and 1,200 lbs. Each model has been sturdily constructed of heavy gauge Stainless Steel. Specifications for all component parts are of highest quality standards.

LONG-LIFE EQUIPMENT

FULLY APPROVED BY HEALTH AUTHORITIES

Sanitary STAINLESS STEEL DRUMS

Ruggedly constructed for long-life service of 16 ga. Stainless Steel. Inside surfaces are seamless. Top rims are rolled over heavy reinforcing rods; foot rings are made of extra heavy Stainless Steel; both are closed all around, leaving no crevice where dirt or grime might accumulate. Available in three sizes.



Model No. 30—30 gal. cap.
Model No. 55—55 gal. cap.
Model No. 60—60 gal. cap.
COVERS AVAILABLE FOR
No. 30 and No. 55



All-Seamless STAINLESS STEEL TUBS

Model No. 98 — 56 qts.
Model No. 97 — 34 qts.
COVERS AVAILABLE

Ideal, sanitary equipment, seamless-drawn out of one sheet of 18 ga. Stainless Steel. The Stainless Steel foot ring and top rim are rolled over heavy, steel reinforcing rods and closed all around, leaving no crevice where grime might accumulate. Handles are Stainless Steel. Foot ring takes abuse of service; bottom of tub does not rest on floor.

WRITE FOR CATALOG

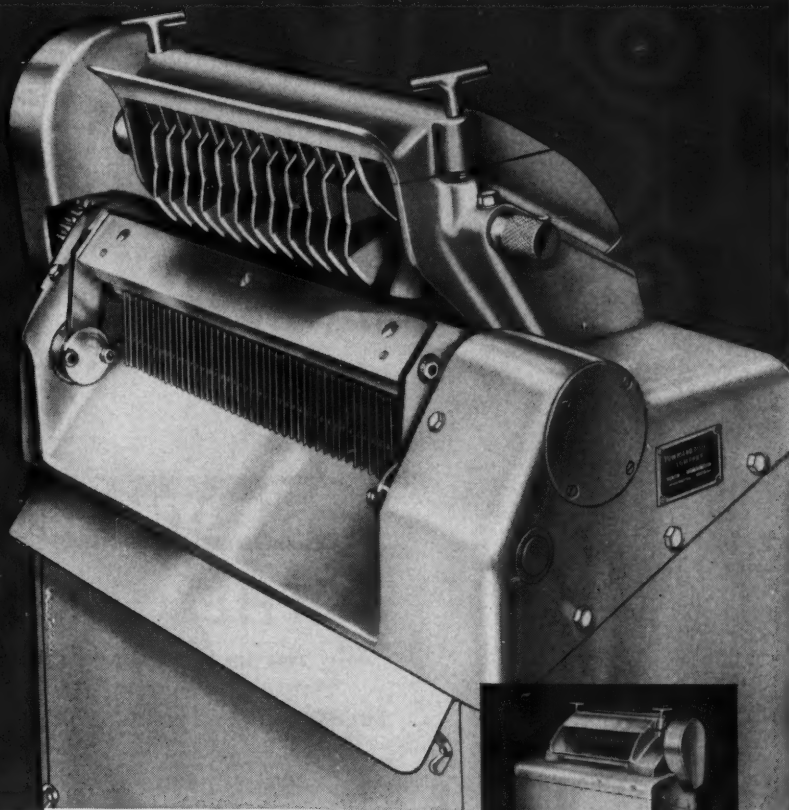
Manufactured by

THE STANDARD CASING CO., Inc. 121 Spring St. New York 12

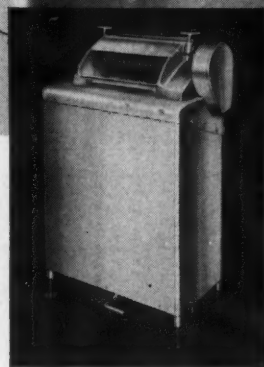


See
Page
H/51

Skin and slash jowls



in **ONE** quick operation with the
TOWNSEND
automatic feeder and slasher



See
Page
G/To



Now the operator who skins jowls can also slash them in the same operation by use of the Model 30A Townsend Automatic Feeder and Slasher. This attachment, which fits the Model 35A Townsend Pork-Cut Skinner, cuts deep slashes one inch apart to permit thorough inspection according to Government requirements.

In addition to jowl slashing, this attachment works equally well on fatbacks and other pork cuts which are to be processed into sausage or rendered.

AUTOMATIC FEEDING

With the Model 30A attachment, the operator simply drops the pork cut into the feeding trough which in turn automatically feeds the cut into the slashing blades. This automatic feeding permits a speeding-up of the

pork-cut skinner on which it is used, hence a speeding-up of the skinning operation itself—a time and money-saver.

A further advantage results in the fact that slashing of pork cuts makes them more flexible, thus permitting them to flatten-out for better and more complete skinning, especially of tender skins. In the case of cuts which are to be rendered, these render-out faster because of the slashes.

The attachment can be used in combination with the Townsend Liver Loaf Attachment, resulting in faster production on sheets of fat for use in covering liver loaf.

Write today for full details on the Model 30A attachment. And ask about the Townsend Belly Skinner and the Townsend Membrane Removal Machine for beef.

TOWNSEND ENGINEERING COMPANY

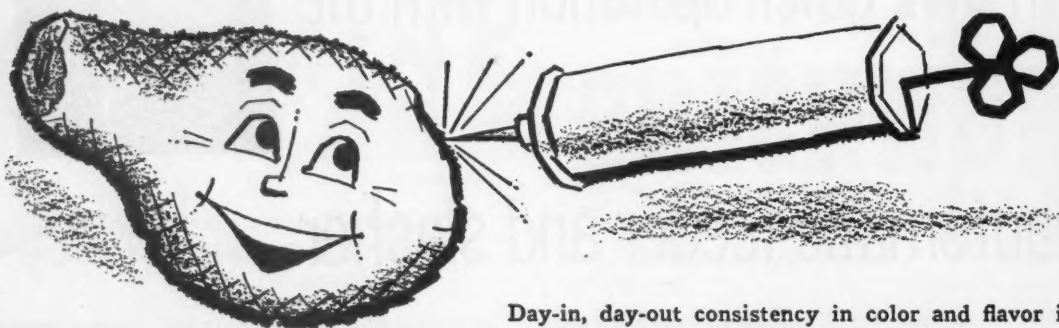
2421 Hubbell Avenue, Des Moines, Iowa

77TH

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BERTH. LEVI & Co. Inc.
THE CASING HOUSE
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HAD ENOUGH?
OF INCONSISTENT FLAVOR and COLOR

S-1097 WESTPHALIA CURE

With Silica Gel • Pat. Applied For

IS THE SURE CURE

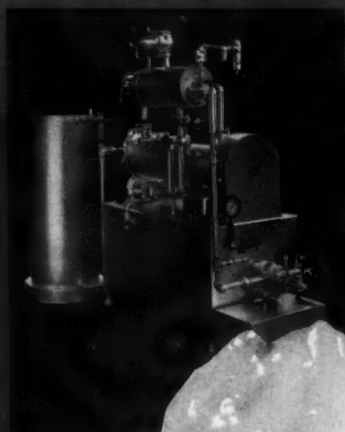
Day-in, day-out consistency in color and flavor is assured with S-1097 WESTPHALIA CURE!

S-1097 WESTPHALIA CURE with SILICA GEL (Patent applied for) maintains the proper percentage of sodium nitrite *regardless* of temperature or humidity. S-1097 WESTPHALIA CURE is remarkably stable, always dependable.

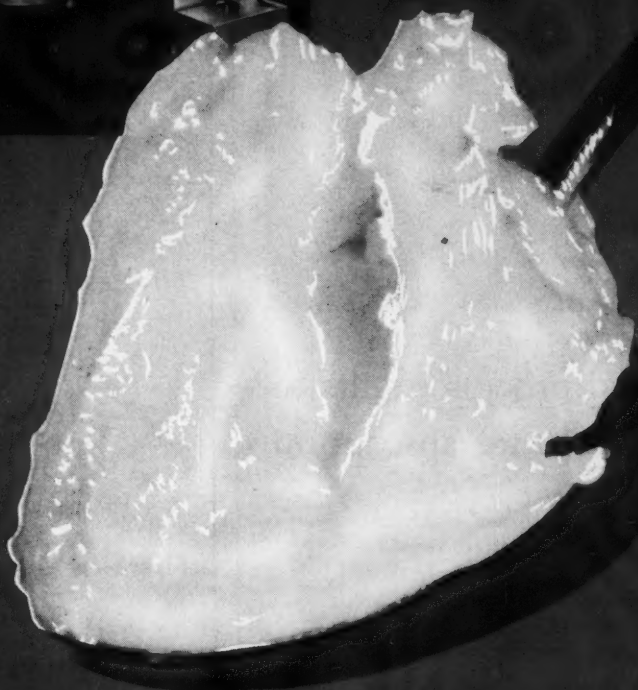
Add to the benefits of consistent curing, the advantages of free-flowing, non-caking. No lumps, no chunks, no chisel needed to get S-1097 out of the drum.

Generous introductory offer, no obligation. Just tear out this advertisement, pin it to your letterhead for prompt results.

THE BALTIMORE SPICE CO. 12 S. Front St., Baltimore 2, Md. •



Model 151A VOTATOR
Lard Processing Unit.
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ANIMAL FAT PURCHASING GUIDE

Prepared by the Nutrition Council of the American Feed Manufacturers Association.

Foreword: This purchasing guide is presented to supply a uniform basis for the preparation of the procurement specifications by each purchasing agent. Since conditions and requirements vary greatly in different areas, this guide is not intended to be rigidly followed. Quality limitations may not always be optimal. The purchasing guides will be revised as improved methods of judging quality are available.

Definition: (Reference — Official Publication of the Association of American Feed Control Officials.)

Animal fat is a mixture of fats of a quality suitable for feeding obtained from animal tissues in the commercial processes of rendering. If the product bears a name descriptive of its kind or origin as for example, "lard," "tallow," "beef fat," it must correspond thereto.

Analysis: (Basis American Oil Chemists' Society, current edition unless specified.)

1. **Stability:** AOM Test (Active Oxygen Method)
20 hours AOM stability is the minimum acceptable and is approximately equivalent to 320 days of storage life.
2. **Purity:** M.I.U. (Moisture, Impurities, Unsaponifiables)
The M.I.U. is basis 2% unless otherwise specified. Excessive moisture causes rapid deterioration and must be kept out of animal fat. Higher percentages of impurities proportionately reduce caloric values.
3. **Antioxidant:**
Only approved antioxidants shall be used, and in sufficient quantity to meet minimum stability requirements.
4. **Free Fatty Acid: (FFA)**
Free fatty acid varies but for feeding purposes, animal fats having a free fatty acid not exceeding 1% are usually selected.

Physical Properties:

1. **Color:**
Color is an indication of grade, but has little or no effect on feeding quality.
2. **Titer: (Approximate Melting Point)**
Titer is the solidification point of the fatty acids measured in degrees centigrade. Fat having a titer of 40° C. and above is called tallow. Fat having a titer below 40° C. is called grease.

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Moreover, while the minimum acceptable stability standard is 20 hours by AOM test, the trend among leading renderers is to deliver a 40 hour AOM fat. By so doing, these renderers are providing feed manufacturers with maximum assurance that the fats they use will retain their stability both in storage and in the feed, even under adverse conditions.

No single antioxidant can provide even 20 hour stability under all conditions. In order to meet AFMA buying standards most effectively and economically it is necessary to determine which antioxidant or antioxidant formulation is best suited to the particular fats you handle and the conditions under which you process them. Eastman's line of Tenox antioxidants offers you the widest choice available.

With years of experience in the manufacture and use of antioxidants, Eastman is well qualified to help you protect your fats against rancidity. As a basic producer of all the principal types of approved antioxidants, Eastman has no axe to grind in favor of any one. You can be sure the advice you receive from Eastman represents the most effective and economical solution to your fat stabilization problem.

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SALES OFFICES: Eastman Chemical Products, Inc., Kingsport, Tennessee; New York City; Framingham, Massachusetts; Cincinnati; Cleveland; Chicago; St. Louis; Houston. **West Coast:** Wilson Meyer Co., San Francisco; Los Angeles; Portland; Salt Lake City; Seattle; Spokane; Phoenix; Denver. **Canada:** P. N. Soden Co., Ltd., Montreal, P.Q.; Toronto, Ontario.



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News and Views

THE NATIONAL

PROVISIONER

VOL. 138 No. 18

MAY 3, 1958

'Confusion and Indignity'

Our editorial column is used this week to present a letter written by Oscar G. Mayer, chairman of the board of Oscar Mayer & Co., "elder statesman" of the meat industry and its long-time student, to the members of the United States Senate. We can only hope that the Senators will give his views the consideration that his industry compatriots—knowing the integrity, depth and balance of the man—will accord them.

MY DEAR SENATOR:

I am deeply concerned over the great crisis which now confronts the vital industry in which I have worked for almost 50 years. I refer to the bill S-1356. The version reported out last week by the committee on agriculture and forestry of the Senate, which proposes to place the packing industry proper *under the concurrent jurisdiction* of the United States Department of Agriculture and the Federal Trade Commission, is particularly unwise.

Never before, to my knowledge, has a proposal been made to subject any great industry to such confusion and indignity. Joint supervision is, of course, bound to set two otherwise good government agencies in competition with each other to find complaints against our industry. We would be caught in an intolerable cross-fire which could completely undermine our ability to do our important work.

The meat packing industry proper, including poultry, is an integral part of agriculture. It has been under the supervision of the USDA since World War I, and should remain under this single agency, which knows its many problems best. Although, because it is so vital to farmers and consumers alike the packing industry gets more public scrutiny than any other, no charges of monopoly nor unfair dealing have for many years been established against the industry, except in usual minor matters.

My remarks are made in behalf of the meat packing industry proper and its products. I see no valid reason against placing other unrelated commodities under the Federal Trade Commission, if these are already, in large part, under that agency.

Very sincerely yours,
OSCAR G. MAYER

Industry Spokesmen emphasized this week that they favor using the most humane methods of slaughtering that can be developed, provided the cost is economically feasible, but said it would be a mistake to pass legislation that would compel packers to adopt new, untested and expensive slaughtering methods. Witnesses who appeared before the Senate agriculture committee in opposition to the so-called humane slaughter bills included Richmond W. Unwin of Reliable Packing Co., Chicago, representing the National Independent Meat Packers Association; L. Blaine Liljenquist, vice president of the Western States Meat Packers Association; Chester Adams, general attorney for the American Meat Institute, and C. H. Eshbaugh, former chairman of the AMI committee on improved slaughter methods. E. L. Peterson, assistant U. S. secretary of agriculture, and other Administration officials also testified against the pending bills. More research is needed to determine what is humane, and the industry now is doing voluntarily everything that reasonably can be expected to improve slaughter methods, the witnesses explained.

Federal Judge Julius H. Miner of the U. S. District Court in Chicago this week set May 29 as the date for the response by three national packers to the government's motion for summary dismissal of their petitions for modification of the 1920 consent decree that prohibits them from handling a number of non-meat items or engaging in retail trade. The government was given 45 days thereafter to reply to the petitioners' response. Judge Miner also set September 22 for oral arguments on the government's motion.

FTC Examiner Frank Hier again has ruled that Giant Food Shopping Center, Inc., Washington, D. C., is a "packer" under the Packers and Stockyards Act and so is not within the jurisdiction of the Federal Trade Commission. He based his ruling on the fact that the supermarket chain purchased 100 shares of Armour and Company stock on March 28. The owner of "any interest" in a packing plant is a "packer" under the P. & S. Act, Hier said, and the FTC can not proceed against the company. The examiner was reversed by the full commission on his earlier ruling that Giant was a packer because it prepares sausage and meat loaf.

Uruguayan President Carlos L. Fischer reportedly assured Vice President Nixon this week that he will act promptly to gain parliamentary approval of a proposition by Armour and Company and International Packers, Ltd., both Chicago, under which his government would acquire their closed plants in Uruguay. The International Packers plant in Montevideo was seized April 27 by Uruguayan troops. A. Thomas Taylor, board chairman of International Packers, and William Wood Prince, Armour president, joined in sending a cablegram to Nixon asking him to protest to President Fischer against the seizure. According to information received by Taylor, the Uruguayan president said he will endeavor to have the necessary bill introduced in parliament as promptly as possible. International Packers' plant, valued at \$3,000,000, and the Armour plant, valued at \$4,500,000, both were closed by the companies last December because of a government order that their products could not be sold there.



NIMPA

Meeting Pointed at Members Meet the Selling and Other U. S. Meat Packing

AFTER THE OPENING INVOCATION, president Chris Finkbeiner takes the rostrum surrounded by national and regional officers of NIMPA. In these pictures we see (top) Finkbeiner, J. B. Hawkins, first vice president of NIMPA, and W. L. Medford, the treasurer. Center picture shows R. L. Redfearn, new vice president of the southern division; J. J. Swick, retiring vice president of the southern division; Edward Olszewski, vice president of midwestern division, and Alan Braun, vice president of central division. In bottom picture, John O. Vaughn, retiring vice president of southwestern division, is flanked by his successor, D. J. Twedell, and retiring eastern vice president Carl H. Pieper, has his successor, John Krauss, as his companion at the speakers' table in the meeting hall.

UNLOCKING doors to let knowledge, help and understanding flow in and out of the plants of the meat industry has become a primary objective of the National Independent Meat Packers Association.

At NIMPA's seventeenth annual convention, held at the Palmer House in Chicago, April 19 through 22, experts and plain meat processors proffered their knowledge and experience in labor relations, sales, sausage manufacturing, hides, science, merchandising, advertising, accounting and other fields to help the members of the association help themselves.

In turn, the leaders of NIMPA called upon the membership to "give out" so that the industry's relationship with the public, as well as its earning ability, will be improved in the coming year.

Chris Finkbeiner, retiring president but acclaimed as honorary chairman, who is aiming toward the governorship of Arkansas, told the association members that locked doors guard ignorance and shut out progress, and urged them to share their knowledge of costs and operations with each other. Finkbeiner spoke hopefully of the work done by the intra-industry committee in improving the understanding between packers and their groups and predicted that the committee would sponsor a major effort in the field of public relations.

T. H. Broecker of The Klarer Co., Louisville, a former president of the association, was chosen to head NIMPA for 1958-59, succeeding four-term president Finkbeiner. Other new officers and directors of the association will be found on page 65.

NIMPA is planning to strike out in new directions to

serve its members and the industry, according to the board of directors and John A. Killick, executive secretary. Having staged a successful series of salesmen's training clinics, Fred Sharpe, the association's director of sales training, will hold several "schools" for packinghouse sales managers and management officials to help them plan and direct their sales work (see page 66).

The NIMPA Accounting Conference will conduct several more cost surveys among association members and is examining a plan to retain an expert accountant to aid packers in installing cost systems and using the NIMPA accounting manual (see page 103).

The outdoor advertising program is being expanded and made more flexible (page 69).

A board of trustees was appointed for the Wilbur La Roe Jr. Foundation, and will report later on its program of research projects.

OPERATION BOOTSTRAP: In learning how to help themselves, conventioners heard Elmer Koncel of The Klarer Co. describe how his firm's labor relations program works (page 75); were warned by labor counsellor James Gilker that they must "hump" to keep up with labor's demands (as well as their own needs) for "more" (see page 79), and were told by James A. Burdette of Arbogast & Bastian how employment ills can be eased by use of hiring tests (page 81).

Hide expert Merle A. Delph urged packers to get out of the hide cellar (page 71), while Irving R. Glass of the Tanners' Council asked for support of the research,

at Helping Association the Cost, Labor, Sausage, mer Problems Found in ing Industry in 1958

education and promotion program of Leather Industries of America (see page 72).

At a well-attended sausage session, Ed Ellies of Tee-Pak, Inc., suggested ways to boost sausage consumption (see the NP of March 8, page 77); John Krauss of John Krauss, Inc., told how to improve retailer relations (page 85), and scientists Dr. Walter Maclinn of Rutgers University (page 100), H. N. Draudt of Hygrade (page 88), and Warren Tauber of Visking (page 96) advised, respectively, the hiring of food technologists, the use of quality control and a scientific look at sausage.

Results of the first NIMPA cost surveys were analyzed by Jack Carney of Weiland Packing Co. (see page 107) at the accounting session, while trade magazine editors Edward Swem and H. L. Rothra examined industry accounting practices (pages 110 and 112). A panel of business machinery representatives discussed equipment useful to packers (page 114).

The exhibition of packinghouse equipment and supplies was a convention feature (see page 131).

State-paid uniform meat inspection headed the list of goals mentioned by spokesmen for most of the 18 state associations represented at the Sunday afternoon meeting of the Central Council of State Meat Packers Association. Several said that their legislatures have shown increasing recognition of the fact that meat inspection



A SLICE of the annual cocktail party in the Palmer House ballroom.

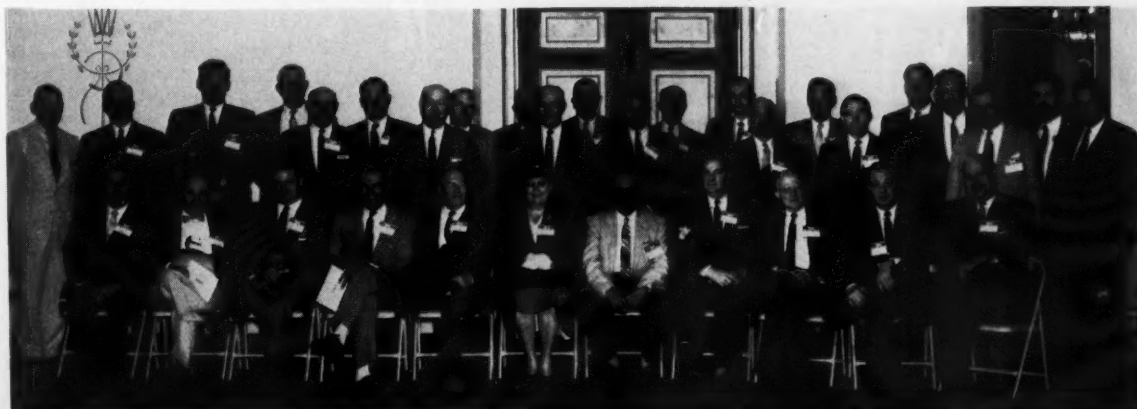
is a service owed to the public and should, like other protective services, be financed by public funds.

"It will take about \$100,000 to get a uniform state meat inspection program started in Georgia," explained Frank Thompson, Southern Foods, Inc., Columbus, "and it looks as though we'll be able to get the program and the money in the next legislature." Optimism also was expressed by spokesmen from Florida, Kansas, New York and South Carolina. The Texas and Alabama groups are among those that are beginning to work for state-paid inspection.

Improved relationships with livestock producers also have been achieved by many of the state associations through the sponsorship of meat-type hog schools, joint promotions of state-grown livestock and other kinds of cooperative activity.

The importance of increased and continuing efforts to point out to the public, state legislators and Congressmen that the meat packing industry performs a vital service was stressed by NIMPA president-elect T. H. Broecker, general counsel E. H. Pewett and executive secretary John A. Killick. "It is part of your job to know the right people in the right places to get the true industry story across," Broecker told the state groups. "Never before has it been so important to let our Congressmen know what our industry wants," Killick noted. "Let them know

MIAMI BEACH was chosen by Southern division for next regional meeting, which will be three-day affair with morning sessions only, leaving afternoons free. The meeting was set for Thursday, Friday and Saturday, November 20-22, at the Americana Hotel.



our problems and that you're watching them," he advised. "As far as a Congressman is concerned, there is nothing like a call from back home," Pewett observed.

The need for better public relations also was stressed at the Saturday morning opening session in several of the reports by NIMPA officers. Carl H. Pieper, retiring vice president of the Eastern division, was the first speaker.

CARL H. PIEPER, vice president, Eastern division: This is sort of a "swan song". That colorful character, John Krauss, is going to take over and I am going out.

We had a pretty good divisional meeting in Washington, D. C. We took advantage of the location and got some people from government to come in and give us some thinking about the controversy over the transfer of industry regulation to the Federal Trade Commission from the Department of Agriculture.

We certainly obtained background information on the subject. Harry Babcock talked to us from the Federal Trade Commission, Dave Pettus from the Department of Agriculture and Lee Sinclair, from the Packers and Stock Yards Branch.

I think most of us are interested in the future. We in the East are a little bit disturbed about the high unemployment figures. Some sections are pretty bad. Most of us in business are disturbed about a lot of money sitting in the banks and not being spent. The situation may be a little worse in the East in the highly industrialized areas than it is in some of the other sections of the country. We believe we have to rebuild the blood system, just to use an expression.

ALAN J. BRAUN, vice president, Central division: The Central Division had a very interesting meeting in Cincinnati during January. We had around 250 in attendance, representing about 100 packers and suppliers. Among other things, we heard a talk about the newest methods of fleshing and curing hides. We heard a talk on state meat inspection and on labor relations.

We are planning to have our 1959 meeting in Louisville, Ky., sometime in January of next year.

We of the Central Division are particularly proud because two of the six new national officers of NIMPA happen to be from our division, namely, the national president and the national second vice president. We are quite happy and proud of that accomplishment. We in the Central division are looking for bigger attendance next year, for a better program and more members.

E. W. OLSZEWSKI, vice president, Midwestern divi-

sion: In the past two years there has been a substantial change in the Midwestern division. Prior to that time we had always met jointly with other divisions, due to lack of sufficient membership to hold a substantial meeting. However, just a little over a year ago we changed our minds because we felt that we did then have enough members. The Midwestern division held a highly successful separate meeting in Kansas City. It was one of the best meetings that I have ever attended. From Kansas City, we moved to Omaha. We had our meeting just a month ago in Omaha. Once again, we had a very fine meeting. The idea of splitting from the Central Division was not to have a different kind of meeting.

The idea was to move our meetings around to the areas where our members and potential members were located. The idea was to stimulate interest in NIMPA among those who had been lukewarm members and, in addition, to attract those who were non-members by making the meetings convenient to them and inviting them to attend.

We feel we are now reaping the benefits of our work in increasing membership and new applications. We feel that this is significant and for the good of all. It is for the progress of NIMPA, and we feel that it is and has been the most significant activity in our area in the past few years.

J. J. SWICK, vice president, Southern division: I feel that our meeting in New Orleans in November was one of the best we have ever had. I want to express my sincere thanks to the officers and members that made it possible. Two or three times during the meetings there we counted 200 people in the audience. That took an awful lot of work and planning by an awful lot of people.

In the last year I have visited a couple of state association meetings which I enjoyed very much. All of the states in our division have state associations, except for Tennessee, and I believe we will have a good one operating there next year.

A young man, Robert Redfearn, is coming in to succeed me as the vice president of the Southern division. I know he is going to do a terrific job with your help, and he doesn't need as much help as I did. The division will have a meeting in Miami in November.

JOHN O. VAUGHN, vice president, Southwestern division: When I first went in the packing business, which was about 14 years ago, you didn't speak to your competitors. If you were in the meat packing business and



NEW FACE at meeting of Midwestern division was that of James Putnam (seated, center), Emporia, making his first trip to NIMPA convention. Putnam is becoming well-known in industry, however, as secretary-counsel of Kansas Independent Meat Packers Association. Midwestern division postponed setting date for regional meeting. E. W. Olszewski (standing, second from left) is vice president of the Midwestern division.

you saw another man who was, you would break his leg. He was your competitor; hurt him and help yourself was the business motto.

Then I got into NIMPA. Chris Finkbeiner and Bud Wilkinson of Oklahoma University advocate one thing—teamwork. If you have an 11-man ball club, you must have 11 men playing. You can go through any brick wall ever built if the 11 hit the wall at the same time. Chris Finkbeiner has advocated that in NIMPA, and I will say that it is one of the finest ball clubs on which I have ever had the pleasure to play. We have a grand coach, Chris Finkbeiner, and that, to me, has filtered on down to the Southwestern division.

Today you will find that the meat packers of the Southwestern division are together. You will see them sitting together at this convention, and you will see them everywhere together. That is a grand accomplishment. We are not fighting each other any more. We are fighting our outside competitors and we are fighting together.

We in the Southwest division believe we are on the right road.

PRESIDENT CHRIS FINKBEINER: You have heard from all of the divisional vice presidents of NIMPA. In order to have a real working organization, you must have a fine group of people in spots with responsibility. That is exactly what NIMPA has.

The one thing that is most outstanding in the National Independent Meat Packers Association today is the willingness of its membership to work and spend its time and its money to help the meat industry of America. I should say that prevails on an international level now, because NIMPA has a number of members outside the borders of our states.

As long as the membership continues to take an active part in the organization, then you are going to see continued progress in the meat industry of America. No organization in the world can hire people, and tell them to do a job, and then just forget about it. NIMPA was guilty of that once, and we certainly don't want to be guilty of it again in the future.

The attitude and the willingness of the membership to work should be exploited constantly by anyone and everyone that is a part of NIMPA. The more we allow our membership to participate in what we are trying to do for the meat industry, the greater NIMPA will be.

At this point I would like to run through a number of things that have happened in NIMPA which I am sure will interest you. A very definite effort is going to be made

in this coming year to make the regional meetings bigger and better. These regional meetings have grown and grown to the extent that they have become an outstanding factor that has helped to bring NIMPA members together in a common bond.

Your regional meetings are certainly going to be exploited this year.

I want to report to you on one specific job that NIMPA has been doing. It is really something because, for the first time in the history of our industry, I believe we are about to see a harmonious atmosphere created in which the meat industry can go out and talk and sell to the public. In such an atmosphere the meat industry can sell its quality. Then it will be up to each one of us, individually, to sell our own individual brand names.

You can't appreciate the predicament of the meat industry, and the different things that go on to hurt it until, as a national officer, you go before Congress and try to defend your industry, or try to tell the people in Washington, who don't know a darn thing about it, something about your industry.

Much of the meat is raised west of the Mississippi, but a high percentage of it is eaten east of the Mississippi. The people in the East do not give a darn about what it takes to raise cattle. You talk to representatives and senators from New York and other eastern states about the problems of the meat industry, and they don't care. They don't care because it is none of their business. They were elected by their people to see that meat and other things get to them in a way in which they can afford them, and as economically as possible. If it happens to hurt the meat industry, that is the industry's problem.

If putting the \$17,000,000 expense of government inspection back on the meat industry is planned, that is perfectly all right with a lot of people on the west and east coasts, because they don't have any responsibility to you packers or our industry.

When you also find misunderstandings within our industry, and all of this is thrashed out before the public and in Congress, it makes it pretty tough to try to explain the situation.

I will just give you one good example of what has happened. Arkansas has a great delegation in Congress and the members hold important positions. Representa-

LOUISVILLE WAS selected by Central division as site for next regional meeting, to be held on Friday and Saturday, January 23-24, at hotel to be announced. Alan J. Braun (seated, center) of The Braun Bros. Packing Co., Troy, O., is divisional vice president.



tive Harris is from Arkansas and he is in a key spot with respect to the FTC-USDA transfer controversy. He has to make a decision.

I was up in Washington the other day visiting with him and he said, "Chris, the meat industry seems to have a great problem. I know you are president of the National Independent Meat Packers Association. You can help me because I know you are sincere, and I know you will give me the answer that we need up here."

"There seems to be quite a bit of discussion on this transfer of meat industry regulation out of Agriculture into the Federal Trade Commission. A group of men from the meat industry on one side says not to take it out of Agriculture, and another group from the west coast says to put it in the Federal Trade Commission. They both represent good groups of meat packers. I know that you know the answer."

I said, "Oren, I appreciate you asking me that question. I, too, represent a great group of meat industry people, the National Independent Meat Packers Association. We had one of the largest board of directors meetings we ever had in our history at Cincinnati, and I have the feeling of NIMPA. We are neutral. We don't care which way it goes."

Now, there you are reporting to your Congressman, and it is a confusing darn thing. That is one issue. There are many issues on which the industry needs to be mighty careful about getting into Congress and getting into the front yard and confusing people.

A step has been taken toward remedying the misunderstandings in the industry. The step is called the intra-industry committee. On the committee are five people from NIMPA, five people from AMI, and five people from WSMFA. We met for the first time in Denver last Friday.

Those who attended were Leland Jacobsmuhlen, chairman of WSMFA; George Stark, representing the AMI; John Killick of NIMPA; Homer Davison of the AMI; Herb Rumsey, representing NIMPA; Fred Tobin; Harold Meyer; Jim Swick, representing NIMPA; Ted Broecker, representing NIMPA; F. W. Specht of Armour and Company, representing the AMI; George Heil, a past president of NIMPA; H. H. Corey, representing the AMI; Wade Parker and Floyd Forbes, representing WSMFA; Albert Luer, representing WSMFA; Seth C. Chauvet; Porter Jarvis for the AMI, and Doug Allan for WSMFA.

That is the beginning of an intra-industry group that is taking upon itself the pressing problems of the meat industry. One area that needs much work is the meat industry's public relations.

We had a good meeting two years ago on "What Is the Definition of Public Relations?" The definition of public relations, as you all remember was: What does the public think of you? What does the public think of you as an industry? Our industry has had the problem for many years. We must continue to work on it.

We need a lot of answers and these answers must come from our membership. They are not going to come from

John Killick or Ed Pewett. Those men are our employees, and they are doing a great job, but they are not meat packing people. Even if they were, living in Washington and running an association, they would be out of touch with the meat industry very quickly.

We are in touch with our problems. We see them and we must recognize them as such, and then come up with the answers. Then let the NIMPA staff help us work the answers out.

This intra-industry committee represents a great number of hours of work and over a year of planning. It can do a great deal for our overall American meat industry.

I would like to recommend to NIMPA and its board of directors that every effort be made to continue the meetings. I would like to recommend to the membership of NIMPA that we participate with whatever it takes, within our means and our ability, in whatever share is our responsibility.

In my opinion, if we start on a public relations program for the meat industry, NIMPA will be asked to furnish a certain amount of money. I feel we should certainly participate to whatever extent is felt to be fair by our board.

That is the first problem. We need to get our wagons hooked up and try to put across the first project of this intra-industry committee. I can't stress it enough. I just can't stress it enough. Our meat industry has been individualistic too long and each has tried to solve his own problems. We have more competition today than just among ourselves. The great poultry industry has brought that into focus so fast that it is not even funny.

Five years ago, in this very room, we had a national meeting, and for one reason or another, chicken was served at a meeting of NIMPA. At the board meeting it was suggested that while this might be a nice gesture on the part of the meat industry, we should serve our own products.

Six years ago the consumption of chicken by Americans was 11 or 12 lbs. per person per year. Today, the consumption of chicken is over 30 lbs. per person. The way the poultry industry produces chickens makes the rabbits look sick.

I know what I am talking about, because Arkansas is the second largest chicken producing state in the nation. We are proud of it. In fact, I tell all my chicken-producing friends I want them to raise all the chickens they can and make money so they can buy a steak and eat it and enjoy themselves.

This constitutes the report of the president of NIMPA. I have told you many times that it is a great honor and a privilege to be president of NIMPA. It opens the door of every packinghouse in America and also a lot of them out of the country, no matter how big or how small. As your president, I have travelled from one end of the country to the other.

When I say to you that my report is a sincere report of the meat industry in this country, I mean the actual



EASTERN DIVISION, headed by John Krauss (left), decided to have three-day regional meeting in August, with morning sessions only and afternoons free. Meeting was scheduled for Thursday, Friday and Saturday, August 21-23, at Traymore Hotel in Atlantic City, N. J.

being-on-the-ground report. The meat industry today is not a happy industry from the standpoint of profit. Its supplies of livestock, both cattle and hogs, are short and it seems to be short of managements with guts enough to sell their products at a profit. Nobody is going to furnish that supply of guts but our industry, and we must do it.

TREASURER WILLIAM L. MEDFORD: Our fiscal year runs from April 30 to May 1. My report will be short one month on this year's operation. Last year we had a balance of about \$37,000 on April 30. I expect that our balance this year will be about \$43,000.

Four years ago, when John Killick and Chris Finkbeiner took over, the balance was only about half that amount. Four years ago, it cost about \$8,000 a month to run your organization. This coming year, it will probably be \$11,000. We are going to need everybody's help in order to keep the association moving forward in the way it has been. The accomplishment of this four-year period has been terrific, as you all well know.

PRESIDENT-ELECT T. H. BROECKER: We have an organization today that can accomplish a lot in the year ahead. We have a good group of officers. The organization has grown up. The pattern is cut, and I full well realize that the track is pretty fast. Chris Finkbeiner has been moving rapidly. In fact, he flies his own plane.

I have been to a lot of meetings with Chris in the past few years, and I see a big improvement in NIMPA. I think that today NIMPA is recognized as the leader in the industry. We have a group of people who really get in and do a job. I think that that was brought to the front more in the intra-industry meetings which we have been holding for the last year. A lot of good can come out of those meetings. We have meetings quite frequently, possibly every six weeks.

Certainly, in this coming year we are going to push the many things which were started. I think a lot has been gained from the Accounting Manual. Labor relations will probably take on a few more projects that are going to be very important this year. Mainly, I think the entire industry realizes one thing that we must do; that is, we must get some good public relations. We have to get ourselves out of the category where we must apologize for our profit position and are always being shot at by the public.

The industry does not have a good name, and the only way I think that this can possibly be corrected is through a good public relations program. I will do my level best to make this coming year a good year for the meat packing industry, wherever it is possible on my part.

GENERAL COUNSEL EDWIN H. PEWETT: My law partners and I represent several national trade associations, and prior to my private practice I was with the United States Department of Justice. I worked with, or perhaps I should say, I worked on associations under the anti-trust law. I have never met a finer group of people to work with than NIMPA. I think it is an association with a destiny.

I do think that this is an industry which has more than its share of bad relations. I think that the number of bills in the Congress today affecting meat packers is entirely disproportionate to the situation that confronts the public interest. I have never seen so many bills affecting one industry.

Being a lawyer with an anti-trust background, I also am interested in the anti-trust case of United States vs. Swift. This is the case involving the 1920 consent decree, which requires four national packers to refrain from various types of activities, primarily in the food field. Years have passed and changes have occurred in the industry, as we all know.



SOUTHWESTERN DIVISION scheduled its next regional meeting for Friday and Saturday, February 27-28, at the Shamrock-Hilton Hotel in Houston, Texas and Oklahoma were about equally represented at this Sunday regional gathering in the Palmer House.

For the third time since that consent decree was entered, the parties which are under these restrictions, or three of them, have petitioned the court to relax the decree provisions. The Department of Justice, you may recall, listened to the packers for awhile and received a lot of information from them; the idea was that they were deciding whether or not to agree to the changes. They decided not to agree and the parties went to court.

Several motions were made; the principal one by the government was a motion for a summary judgment, which means, in short, a judgment without a trial on the merits. Under the rules of procedure, if there is no genuine material issue of fact, and one of the parties is entitled to judgment as a matter of law, he can move for such judgment and the court can grant it without ever trying the case. The government has taken information obtained from the packers, from reports made to the Department of Agriculture and from other sources and compiled a huge pile of material which it filed in support of its motion. Meanwhile, the defendants moved to transfer the case to Chicago from Washington, D. C.

In a decision which made legal history, the federal judge in Washington recently granted the packers' motion to transfer the case to Chicago. I happen to know from first-hand information that the Department of Justice was terribly disappointed in that decision.

The packers, in the meantime, have had an opportunity to compile information to file in opposition to the government motion for summary judgment and are in the process of doing that now. Their time is about to expire. A new judge, Julius H. Miner, has been appointed to handle the case in Chicago. The packers will ask for additional time in which to compile this material and prepare their briefs. My guess is that by the early summer the material will be at hand.

If the government's summary judgment motion is granted, there will be an appeal before the Supreme Court. If the summary judgment motion is not granted, there will be a trial lasting at least six months. It will be a very interesting trial to follow, because implications of that case are of considerable importance to the meat packing industry.

Another subject of interest is the transfer of jurisdiction legislation which was initiated by Senators Joseph C. O'Mahoney (D-Wyo.) and Arthur V. Watkins (R-Utah) in the form of S-1356. This bill in its original form would transfer jurisdiction over packer trade practices from the U. S. Department of Agriculture to the Federal Trade Commission.

The Western States Meat Packers Association was one of the sponsors of that legislation. NIMPA did not take a position for some time, but the board finally voted to

support the Cooley bill (9020), with amendments to assure adequate enforcement of the law by the USDA.

On the House side, there have been disagreements between two different committees as to which committee should have jurisdiction. The House rules committee has declined to settle the jurisdictional dispute between the backers of the Cooley bill and the backers of the so-called Celler bill (HR-11234). The rules committee has declined to give either bill the floor so that it can move forward.

Since NIMPA is in favor of the Cooley bill, with proper amendments, I might mention it has three basic points: All transactions involving the sale, slaughter and processing of beef, meat products, livestock products and poultry or poultry products would remain under the sole jurisdiction of the USDA. The Secretary of Agriculture might, at his discretion, refer a given case to the Federal Trade Commission for decision, but his decision would be final and conclusive. It would not be a matter of the two agencies sitting down and trying to reach an agreement. Finally, the USDA and the FTC would have concurrent jurisdiction over retail sales.

The Celler bill provides that the FTC would have the unfair trade practice jurisdiction over all packer purchases and sales in interstate commerce except livestock and live poultry. Now that, of course, would leave the USDA only the livestock and live poultry transactions and turn everything else over to the FTC. Rep. William H. Avery (R-Kans.) offered an amendment to HR-11234 under which the FTC, if it felt that it needed to back up to the packer level to have an effective exercise of its jurisdiction over retail sales, could sit down with the Department of Agriculture; if they could reach an agreement, then the FTC could reach back to the livestock and live poultry stages of the transaction. Reciprocally, if the Secretary, in the enforcement of the law with respect to livestock transactions, felt that he needed to reach down to the retail level, and he could reach such agreement with the FTC, he would have jurisdiction. This is not a satisfactory technique as far as the FTC is concerned.

There are also suggestions that there be concurrent jurisdiction, such as the Department of Justice and the Federal Trade Commission have under the Clayton Act. Either agency can enforce the Clayton Act, and they do so every day of the week. For example, corporate mergers can be handled by either the FTC or the Department of Justice under the Act.

Finally, there is a possibility that the so-called Dirksen amendment, which was introduced last year but rejected when sent to the floor, might again appear. This Dirksen amendment would redefine the term "packer" as used in the Packers and Stockyards Act in order to exclude chain stores, primarily, from being considered and treated as packers under the Act.

The so-called humane slaughter legislation also is of great importance to all of you. The Poage bill, (HR-8308) has passed the House, and the Senate has scheduled hearings on companion legislation.



NIMPA spelled in ice on the convention cocktail party table.

The meat inspection appropriation has been an important matter for NIMPA. Chris Finkbeiner, John Killick and I testified before the House committee. I appeared before the Senate committee. We worked with other members of the industry and have made every effort to try to improve that situation. In our opinion, 412 additional inspectors are needed. The Department of Agriculture did not see fit to seek as large an appropriation as we felt it should have sought. In any event, the House committee after the hearings recommended about a \$500,000 increase, whereas we were asking for better than a \$2,000,000 increase.

There are numerous other bills, of interest to the industry, including one that would make compulsory the grading of meat, which is now voluntary. Another bill would authorize the Secretary of Agriculture to require reasonable bonds for packers. We think this legislation probably is dead, but it is still in the hopper. Still another bill would incorporate in the statute the stand of recent court decisions which declared that fresh and slaughtered meat are not exempt from ICC regulations.

There are several bills dealing with self-help meat promotion programs, in which it would be permissible to make voluntary deductions from the receipts of livestock sales to finance promotion and research. This hardly scratches the surface of what is involved on the Hill today.

EXECUTIVE SECRETARY JOHN A. KILICK: I think the year ahead will be one of the most significant in the history of the meat packing industry and the history of NIMPA. Chris Finkbeiner told you some of the problems, some of the challenges that we are trying to face. He told you of the efforts we are making to find solutions. As all of you know, these solutions are not easy to come by. They are going to be found only by collective pooling of our brains and experience and goodwill.

You have heard about the inter-association meeting in Denver. This cooperative effort is a living thing; it is not going to be allowed to lapse or die. We are at this moment working on another meeting of that group. We, the paid officials of the associations, have been directed to report to that meeting with some specific programs on public relations. That doesn't mean we are going to wait until that happens to do anything about public relations. We are doing something about it now. You will find in your NIMPA bulletin material that will be useful for you to pass along to the newspaper, radio and TV people in your community. You are the people who can do that much more effectively than we can. We will furnish you the ammunition, but it is going to take a great deal of contact and work on your part with the communications media to undo some of the harm that has already been done to our industry.

Some stories have been inaccurate; other stories have been unfair. The reason they get printed is because we don't take the trouble, in many instances, to go around and get acquainted with the editors and the reporters and people who can help us counteract some of this adverse publicity. We should give them the facts to work with.

I made arrangements to secure some material deflating this talk about price spread and the horrible things that the packers are doing to the public, and just as soon as we can get back to Washington, I will have that material in your hands. I hope you will make every effort to get acquainted with the news people. We have a story to tell, but we are not telling it. We will do everything on earth to get the story out on a national level, but it is more effective if you will get acquainted with the newspaper, radio and TV people in your communities and tell our story. We are not trying to sway them or influence them. We merely want them to know the facts.



T. BROECKER



J. B. HAWKINS



F. A. SEGEL

Broecker Takes Over Helm of NIMPA for 1958-59 Year

T. H. (TED) BROECKER, chairman of the board of The Klarer Co., Louisville, Ky., was elected president and chairman of the board of the National Independent Meat Packers Association during the organization's 17th annual meeting in Chicago.

Broecker, who also served as NIMPA chairman in the 1953-54 year, succeeds Chris E. Finkbeiner, president of Little Rock Packing Co., Little Rock, Ark., retiring after four terms as NIMPA president and chairman. Finkbeiner was elected to the new position of honorary chairman of the board.

J. B. Hawkins, general manager of Lykes Bros., Inc., Tampa, Fla., was re-elected as first vice president and vice chairman of the board, and Floyd A. Segel, vice president of Wisconsin Packing Co., Milwaukee, was elected to the newly-created office of second vice president. W. L. Medford, president of Medford's, Inc., Chester, Pa., was renamed as treasurer, John A. Killick as executive secretary and E. H. Pewett of Weaver & Glassie, Washington, D. C., as general counsel.

Divisional vice presidents, who took office at the annual meeting, are: Central, Alan J. Braun, The Braun Bros. Packing Co., Troy, O.; Eastern, John Krauss, John Krauss, Inc., Jamaica, N. Y.; Midwestern, Edward W. Olszewski, American Packing Co., St. Louis; Southern, Robert L. Redfearn, Pioneer Provision Co., Atlanta, Ga.; and Southwestern, D. J. Twedell, Houston Packing Co., Houston, Tex.

Members of the board of directors, listed by division and date of expiration of terms, are:

Central—1959, Carl Lavin, Sugardale Provision Co., Canton, O.; W. R. Young, Field Packing Co., Owensboro, Ky., and Walter Emge, Emge Packing Co., Fort Branch, Ind.; 1960, Scott Petersen, jr., Scott Petersen & Co., Chicago; Emil A. Schmidt, The Schmidt Provision Co., Toledo, and Alan J. Braun, The Braun Bros. Packing Co., Troy, O.; 1961, L. E. Liebmann, Liebmann Packing Co.,

Green Bay, Wis.; Harold Samler, The Sucher Packing Co., Dayton, O., and Floyd Segel, Wisconsin Packing Co., Milwaukee.

Eastern—1959, E. R. Habbersett, Habbersett Bros., Media, Pa.; Bernard D. Stearns, B. D. Stearns, Inc., Portland, Me., and Herbert Rumsey, jr., Tobin Packing Co., Inc., Rochester, N. Y.; 1960, John J. McKenzie, John McKenzie Packing Co., Burlington, Vt.; George W. Kern, George Kern, Inc., New York City, and Franklin L. Weiland, Weiland Packing Co., Phoenixville, Pa.; 1961, Carl H. Pieper, Oswald and Hess Co., Pittsburgh; T. E. Schluderberg, The Wm. Schluderberg-T. J. Kurdle Co., Baltimore, and John G. Stephen, Arbogast and Bastian Co., Allentown, Pa.

Midwestern—1959, Gus Glaser, Gus Glaser Meats, Inc., Fort Dodge, Ia.; M. J. Sambol, Sambol Packing Co., Kansas City, Kans., and B. F. Stauffer, Stauffer Food Co., Rocky Ford, Colo.; 1960, Carl C. Neuer, Maurer-Neuer, Inc., Kansas City, Kans.; Lloyd L. Needham, Sioux City Dressed Beef, Inc., Sioux City, Ia., and Lester B. Bookey, Bookey Packing Co., Des Moines; 1961, E. Y. Lingle, Seitz Packing Co., Inc., St. Joseph, Mo.; Harry J. Reitz, Reitz Meat Products Co., Raytown, Mo., and Ray Schweigert, Schweigert Meat Co., Inc., Minneapolis.

Southern—1959, Joel E. Harrell, jr., Joel E. Harrell & Son, Inc., Suffolk, Va., and Arnold Autin, Autin Packing Co., Houma, La.; 1960, Oliver L. Haas, Haas-Davis Pack-



J. A. KILICK



E. H. PEWETT



C. FINKBEINER

ing Co., Mobile, Ala.; A. C. Bruner, East Tennessee Packing Co., Knoxville, Tenn., and Earl T. Jones, Jesse Jones Sausage Co., Raleigh, N. C.; 1961, J. J. Swick, Copeland Sausage Co., Alachua, Fla.; C. O. Hinsdale, Balentine Packing Co., Greenville, S. C., and Frank W. Thompson, Southern Foods, Inc., Columbus, Ga.

Southwestern—1959, Ray Turvey, Turvey Packing Co., Blackwell, Okla.; Ray F. Johnson, Lubbock Packing Co., Lubbock, Tex., and Matthew Brown, Western Meat Packers, Little Rock, Ark.; 1960, H. F. Glover, Glover Packing Co., Roswell, N. M.; Lee Harris, Harris Meat & Produce Co., Oklahoma City, and John O. Vaughn, Oklahoma Packing Co., Oklahoma City (replacing D. J. Twedell during Twedell's term as vice president); 1961, Herman Waldman, Dallas City Packing Co., Dallas, Tex.; Thomas G. Wright, Canadian Valley Meat Co., Oklahoma City, and Walter Webb, Webb & Co., Inc., Helena, Ark.



A. J. BRAUN



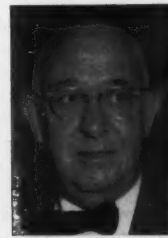
E. OLSZEWSKI



R. REDFEARN



D. TWEDELL



W. L. MEDFORD

SALES

New Association Program Will Train Sales Trainers

A NEW phase of NIMPA's sales training program, which will enable each member company to have a sales trainer within its own organization, was outlined by Fred Sharpe at the Saturday morning session. NIMPA's director of sales training, who has been conducting clinics at plants across the country for the past two years, pointed out that many more salesmen can be trained under the new plan.

Beginning in late May or early June, Sharpe will conduct a series of five regional three-day training courses for sales trainers. A city will be selected for the course within each region to keep expenses and lost work time at a minimum for participants. The five "schools" will be spaced about two or three weeks apart.

Sharpe said the course will be based not on theory but on actual problems and questions that have been presented to him by salesmen and sales managers in the many plants he has visited. The three days will be spent in intensive training dealing specifically with sales problems of independent meat packers and processors.

A company may enroll one man—the sales manager or anyone else selected to take the course—for \$300. An additional man, perhaps the plant manager or a sales supervisor, may attend for \$50. Thus, two men may be trained for \$350, Sharpe explained. Dates, places and additional information will be announced later by NIMPA.

This new program for sales trainers will be a NIMPA service in addition to the in-plant training clinics for salesmen, which Sharpe will continue to conduct. Cost of the clinics is \$500. A sales training clinic is merely the beginning of a sales training program, however, Sharpe pointed out. The new service will enable each plant to have someone to carry on a continuing training program with the organization's own men.

Some of his concepts of selling were reviewed by Sharpe at the Saturday afternoon session, which also featured a demonstration of ways to handle sales problems by four men who have participated in Sharpe's sales training clinics at their plants.

"I have tried to teach salesmen some of the fundamental systems of dealing with people," Sharpe said. "That is the problem. You all do a creditable job with the products you make, or you would not be in business. A decided weakness I have found, however, has been in allowing our men to go out simply with technical knowledge and with little of the knowledge of what makes people melt down or become belligerent, what makes them want to throw you out or take you in."

There is a world of difference between what a man needs and what he wants, Sharpe emphasized. "Let us assume that the customer needs your product. Making him want it is an entirely different story. You can make him want it, first of all, by making him want you. If he does not like you, he will not buy your merchandise."

Sharpe served as chairman during the demonstration. Participants were: Daniel F. O'Connor, Reliable Packing Co., Chicago; Gil Clark, The Klarer Co., Louisville; Ralph



► Fred Sharpe of NIMPA outlines three-day courses to be offered on regional basis for sales managers or others and then calls on four "alumni" of sales clinics for demonstration of problem handling.

Roy, Scott Petersen & Co., Chicago, and Levene (Mac) McCrory, Braun Brothers Packing Co., Troy, O.

"Who would like to start it off?" Sharpe asked the audience. "Does somebody have a question?"

FROM THE FLOOR: What would you do in this situation: Your salesman goes in and calls on a new account. The buyer says, "I am busy. I do not have time to talk to you."

CHAIRMAN SHARPE: In other words, you cannot get anything from him. He is just too busy. Do you want to direct that question to someone?

FROM THE FLOOR: I would like to direct it to Gil Clark of Louisville.

CLARK: First of all, I would want to agree with the man, as we were taught. I would want him to know, too, that we in our organization are interested in men who are busy. I might say: "Our company is interested in people who are busy because we have to do business with people who are very busy. I can see that perhaps this afternoon you do not have time for me, but suppose I stop by tomorrow morning, or suppose I stop by next week?"

O'CONNOR: I would like to comment on that. Sometimes a salesman thinks he has to make a sale on the first call. I do not want you to think that there is not a time when there should be a closing of a sale. However, as Gil Clark put it, by telling the man he saw how busy he was and getting the point over about his company, he also left the door open. He asked about another time when he could come in again. Nine times out of ten the dealer will say it is all right to come back. In fact, if you pursue it, he probably will give a time to drop in and see him, and he will expect you to come in.

CHAIRMAN SHARPE: The boys have done a pretty good job, but see what you think about this. If the dealer said, "Listen, I am too busy to talk to you today," you could say something like this: "Well, what do you think I am doing—loafing? If you want the things I have to sell, drop what you are doing and let's get down to business, because I do not think I am coming back anymore." No?

CLARK: I might add, it is a good thought for each of us salesmen to convey to our customers that we, too, are busy people. I do not think I would do it quite the way Fred Sharpe just did, but I think it would be well if we left that thought with them. After all, if we are successful salesmen, we are busy ones.

CHAIRMAN SHARPE: Of course, you knew I was being facetious. The boys have done a good job. Another reason for having these boys on the panel is to show you how you can take your own men and pose to them certain problems, and kick the problems around, and out of it you get something very good. Who else has a problem?

FROM THE FLOOR: I would like to direct this to anyone on the panel. How would you handle this situation: A salesman has made his best presentation, whether it be on a regular line item or a specialty item, and the

buyer scratches his head and says, "I don't know about that. See me about it next week."

CHAIRMAN SHARPE: In other words, it is the old "put off." What are you going to do with the guy who keeps putting you off?

McCRORY: I believe I would approach the customer this way: I might ask him how many packers he has calling on him at the present time. Perhaps he says there are six. Then I would ask him if all the products are moving; we know undoubtedly that all are not. There is a possibility that three brands might be moving. I think I would get the dealer cornered and try to prove to him that our product moves.

CHAIRMAN SHARPE: Why does that man say, "Come back next week and see me?" What is in the back of his head? An interest in next week? No, he is not interested in next week at all. He is interested in getting rid of you without saying, "Get the 'h' out of here." He is trying to be nice, so we have to handle him in a nice way without letting him know that we know his real purpose. It involves going into a little sales talk. He has



SPECTATORS look on intently at a sausage linking demonstration.

opened it for you by saying, "I don't think I will get any this week. You come back next week."

Many sales people are put off by that "Come back next week." They walk out and say, "Boy, I have a good customer there next week. He invited me back." You do not have any better customer next week than you have today, and maybe not as good. The point is, if you have to go back next week, do just what the boys did a moment ago. Leave the door open and make coming back a specific thing you are doing for him. When you do come back, he will respect your presence, and I bet he will treat you a little different. Does anyone have anything else to say before we go along?

CLARK: I would suggest that we give him a big pitch on the feature item for the week. Most companies have a feature item. We have found that we quite often open new accounts if our salesmen pitch our feature item.

CHAIRMAN SHARPE: That is very good. Give him something to be thinking about, whether you make the sale now or not.

FROM THE FLOOR: Suppose you have a new account and you've made your sales pitch. You quote the prices, and the dealer replies: "Your prices are way out of line. I can buy the same item for much less money." How would you handle that?

ROY: That is a problem I face every day of the week because jobbers sell the same merchandise that I do. I tell customers that they get what they pay for in service from our company only by dealing directly with Scott Petersen & Co. instead of a jobber. I keep my customers

abreast on what items we are pushing in newspapers and television, and emphasize that the products that I have on my truck are from my company. I do not buy anything on the speculation that somebody is going to ask for Scott Petersen bologna; next week I will still have it on my truck. If a competitor is underselling me on price, I might say: "You know, Mr. Jones, that he has to maintain so much for his cost of operation. If he is giving you the bologna cheaper than I can give it to you, then he is clipping you on something else. He has to maintain a certain price level or he will be out of business." That is what I like to see, somebody underselling me, because I know that he will not be there next year to give me that competition.

FROM THE FLOOR: I could come back, as the customer, and say: "I might as well buy from him. I can make a better profit for myself with it."

CLARK: I am inclined to believe that we, as salesmen of meat products, are a bunch of cowards. I think all too often, when you deal with that situation, you will find out that your customer is not telling you the truth at all. What he really wants to do is test you and see how firm you are on your price. If we will be brave enough and believe enough in our products and convey to our customer what our product is and what our service is and that we, too, have to make a living for the people supplying us with a job, I think 50 per cent or more of the time he will buy at the price quoted.

McCRORY: We are quite proud of our packing plant. We do not talk price but quality, and believe me, it works.

FROM THE FLOOR: Suppose that one of you came by and asked me to stock your bacon, and I said we had all the bacon we needed. You insisted that we stock your bacon and I did. We put this bacon in our self-service case, and the customers just wouldn't pick it up. I'd like Danny O'Connor to tackle that problem.

O'CONNOR: That is a very trying problem. One of Fred Sharpe's basic thoughts in his talks to us has been always to agree. That is pretty hard to do when a dealer tells you that customers won't pick up your product, but it is obvious or he would not tell you that. It is also obvious from your tonnage and what you are selling him. After you have agreed with the customer that evidently the product is not moving, because you can see that in the amount he is buying, you give him the ball back again to carry. We will assume that the quality is just as good as that of all the rest of the bacon there. You should ask him, "What am I doing wrong, as a salesman, that I am not helping you to move our bacon?" Maybe it is in the point of display material. Maybe it is something else that you should be doing such as bring him demonstrations in the store. By ferreting through and getting him to answer your questions, you probably will get the real truth out of him. Maybe he has your bacon shoved off on the other side with the bread. You will find out from him what you can do to help him; that is where your answer lies, in what you can do to help him.

ROY: I would say, "Mr. Jones, I believe it is my fault that the bacon has not been moving. I have been thinking about this, and it really concerns me. I want to tell you I am sorry, but I think it is due to a lack of display material from me." I believe that we do not use these display tools with which we are equipped. A college professor once said any advertising, no matter how bad it is, does some good. We have to get the point-of-purchase materials up in the store.

We had a contest at Scott Petersen & Co. on chicken loaf, and the boss came around and asked: "How many pounds do you think you can sell? How many loaves can

tive Harris is from Arkansas and he is in a key spot with respect to the FTC-USDA transfer controversy. He has to make a decision.

I was up in Washington the other day visiting with him and he said, "Chris, the meat industry seems to have a great problem. I know you are president of the National Independent Meat Packers Association. You can help me because I know you are sincere, and I know you will give me the answer that we need up here."

"There seems to be quite a bit of discussion on this transfer of meat industry regulation out of Agriculture into the Federal Trade Commission. A group of men from the meat industry on one side says not to take it out of Agriculture, and another group from the west coast says to put it in the Federal Trade Commission. They both represent good groups of meat packers. I know that you know the answer."

I said, "Oren, I appreciate you asking me that question. I, too, represent a great group of meat industry people, the National Independent Meat Packers Association. We had one of the largest board of directors meetings we ever had in our history at Cincinnati, and I have the feeling of NIMPA. We are neutral. We don't care which way it goes."

Now, there you are reporting to your Congressman, and it is a confusing darn thing. That is one issue. There are many issues on which the industry needs to be mighty careful about getting into Congress and getting into the front yard and confusing people.

A step has been taken toward remedying the misunderstandings in the industry. The step is called the intra-industry committee. On the committee are five people from NIMPA, five people from AMI, and five people from WSMFA. We met for the first time in Denver last Friday.

Those who attended were Leland Jacobsmuhlen, chairman of WSMFA; George Stark, representing the AMI; John Killick of NIMPA; Homer Davison of the AMI; Herb Rumsey, representing NIMPA; Fred Tobin; Harold Meyer; Jim Swick, representing NIMPA; Ted Broecker, representing NIMPA; F. W. Specht of Armour and Company, representing the AMI; George Heil, a past president of NIMPA; H. H. Corey, representing the AMI; Wade Parker and Floyd Forbes, representing WSMFA; Albert Luer, representing WSMFA; Seth C. Chauvet; Porter Jarvis for the AMI, and Doug Allan for WSMFA.

That is the beginning of an intra-industry group that is taking upon itself the pressing problems of the meat industry. One area that needs much work is the meat industry's public relations.

We had a good meeting two years ago on "What Is the Definition of Public Relations?" The definition of public relations, as you all remember was: What does the public think of you? What does the public think of you as an industry? Our industry has had the problem for many years. We must continue to work on it.

We need a lot of answers and these answers must come from our membership. They are not going to come from

John Killick or Ed Pewett. Those men are our employees, and they are doing a great job, but they are not meat packing people. Even if they were, living in Washington and running an association, they would be out of touch with the meat industry very quickly.

We are in touch with our problems. We see them and we must recognize them as such, and then come up with the answers. Then let the NIMPA staff help us work the answers out.

This intra-industry committee represents a great number of hours of work and over a year of planning. It can do a great deal for our overall American meat industry.

I would like to recommend to NIMPA and its board of directors that every effort be made to continue the meetings. I would like to recommend to the membership of NIMPA that we participate with whatever it takes, within our means and our ability, in whatever share is our responsibility.

In my opinion, if we start on a public relations program for the meat industry, NIMPA will be asked to furnish a certain amount of money. I feel we should certainly participate to whatever extent is felt to be fair by our board.

That is the first problem. We need to get our wagons hooked up and try to put across the first project of this intra-industry committee. I can't stress it enough. I just can't stress it enough. Our meat industry has been individualistic too long and each has tried to solve his own problems. We have more competition today than just among ourselves. The great poultry industry has brought that into focus so fast that it is not even funny.

Five years ago, in this very room, we had a national meeting, and for one reason or another, chicken was served at a meeting of NIMPA. At the board meeting it was suggested that while this might be a nice gesture on the part of the meat industry, we should serve our own products.

Six years ago the consumption of chicken by Americans was 11 or 12 lbs. per person per year. Today, the consumption of chicken is over 30 lbs. per person. The way the poultry industry produces chickens makes the rabbits look sick.

I know what I am talking about, because Arkansas is the second largest chicken producing state in the nation. We are proud of it. In fact, I tell all my chicken-producing friends I want them to raise all the chickens they can and make money so they can buy a steak and eat it and enjoy themselves.

This constitutes the report of the president of NIMPA. I have told you many times that it is a great honor and a privilege to be president of NIMPA. It opens the door of every packinghouse in America and also a lot of them out of the country, no matter how big or how small. As your president, I have travelled from one end of the country to the other.

When I say to you that my report is a sincere report of the meat industry in this country, I mean the actual



EASTERN DIVISION, headed by John Krauss (left), decided to have three-day regional meeting in August, with morning sessions only and afternoons free. Meeting was scheduled for Thursday, Friday and Saturday, August 21-23, at Traymore Hotel in Atlantic City, N. J.

being-on-the-ground report. The meat industry today is not a happy industry from the standpoint of profit. Its supplies of livestock, both cattle and hogs, are short and it seems to be short of managements with guts enough to sell their products at a profit. Nobody is going to furnish that supply of guts but our industry, and we must do it.

TREASURER WILLIAM L. MEDFORD: Our fiscal year runs from April 30 to May 1. My report will be short one month on this year's operation. Last year we had a balance of about \$37,000 on April 30. I expect that our balance this year will be about \$43,000.

Four years ago, when John Killick and Chris Finkbeiner took over, the balance was only about half that amount. Four years ago, it cost about \$8,000 a month to run your organization. This coming year, it will probably be \$11,000. We are going to need everybody's help in order to keep the association moving forward in the way it has been. The accomplishment of this four-year period has been terrific, as you all well know.

PRESIDENT-ELECT T. H. BROECKER: We have an organization today that can accomplish a lot in the year ahead. We have a good group of officers. The organization has grown up. The pattern is cut, and I full well realize that the track is pretty fast. Chris Finkbeiner has been moving rapidly. In fact, he flies his own plane.

I have been to a lot of meetings with Chris in the past few years, and I see a big improvement in NIMPA. I think that today NIMPA is recognized as the leader in the industry. We have a group of people who really get in and do a job. I think that that was brought to the front more in the intra-industry meetings which we have been holding for the last year. A lot of good can come out of those meetings. We have meetings quite frequently, possibly every six weeks.

Certainly, in this coming year we are going to push the many things which were started. I think a lot has been gained from the Accounting Manual. Labor relations will probably take on a few more projects that are going to be very important this year. Mainly, I think the entire industry realizes one thing that we must do; that is, we must get some good public relations. We have to get ourselves out of the category where we must apologize for our profit position and are always being shot at by the public.

The industry does not have a good name, and the only way I think that this can possibly be corrected is through a good public relations program. I will do my level best to make this coming year a good year for the meat packing industry, wherever it is possible on my part.

GENERAL COUNSEL EDWIN H. PEWETT: My law partners and I represent several national trade associations, and prior to my private practice I was with the United States Department of Justice. I worked with, or perhaps I should say, I worked on associations under the anti-trust law. I have never met a finer group of people to work with than NIMPA. I think it is an association with a destiny.

I do think that this is an industry which has more than its share of bad relations. I think that the number of bills in the Congress today affecting meat packers is entirely disproportionate to the situation that confronts the public interest. I have never seen so many bills affecting one industry.

Being a lawyer with an anti-trust background, I also am interested in the anti-trust case of United States vs. Swift. This is the case involving the 1920 consent decree, which requires four national packers to refrain from various types of activities, primarily in the food field. Years have passed and changes have occurred in the industry, as we all know.



SOUTHWESTERN DIVISION scheduled its next regional meeting for Friday and Saturday, February 27-28, at the Shamrock-Hilton Hotel in Houston. Texas and Oklahoma were about equally represented at this Sunday regional gathering in the Palmer House.

For the third time since that consent decree was entered, the parties which are under these restrictions, or three of them, have petitioned the court to relax the decree provisions. The Department of Justice, you may recall, listened to the packers for awhile and received a lot of information from them; the idea was that they were deciding whether or not to agree to the changes. They decided not to agree and the parties went to court.

Several motions were made; the principal one by the government was a motion for a summary judgment, which means, in short, a judgment without a trial on the merits. Under the rules of procedure, if there is no genuine material issue of fact, and one of the parties is entitled to judgment as a matter of law, he can move for such judgment and the court can grant it without ever trying the case. The government has taken information obtained from the packers, from reports made to the Department of Agriculture and from other sources and compiled a huge pile of material which it filed in support of its motion. Meanwhile, the defendants moved to transfer the case to Chicago from Washington, D. C.

In a decision which made legal history, the federal judge in Washington recently granted the packers' motion to transfer the case to Chicago. I happen to know from first-hand information that the Department of Justice was terribly disappointed in that decision.

The packers, in the meantime, have had an opportunity to compile information to file in opposition to the government motion for summary judgment and are in the process of doing that now. Their time is about to expire. A new judge, Julius H. Miner, has been appointed to handle the case in Chicago. The packers will ask for additional time in which to compile this material and prepare their briefs. My guess is that by the early summer the material will be at hand.

If the government's summary judgment motion is granted, there will be an appeal before the Supreme Court. If the summary judgment motion is not granted, there will be a trial lasting at least six months. It will be a very interesting trial to follow, because implications of that case are of considerable importance to the meat packing industry.

Another subject of interest is the transfer of jurisdiction legislation which was initiated by Senators Joseph C. O'Mahoney (D-Wyo.) and Arthur V. Watkins (R-Utah) in the form of S-1356. This bill in its original form would transfer jurisdiction over packer trade practices from the U. S. Department of Agriculture to the Federal Trade Commission.

The Western States Meat Packers Association was one of the sponsors of that legislation. NIMPA did not take a position for some time, but the board finally voted to

support the Cooley bill (9020), with amendments to assure adequate enforcement of the law by the USDA.

On the House side, there have been disagreements between two different committees as to which committee should have jurisdiction. The House rules committee has declined to settle the jurisdictional dispute between the backers of the Cooley bill and the backers of the so-called Celler bill (HR-11234). The rules committee has declined to give either bill the floor so that it can move forward.

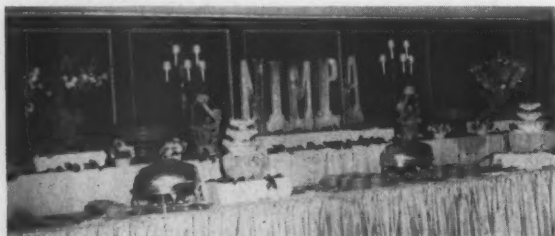
Since NIMPA is in favor of the Cooley bill, with proper amendments, I might mention it has three basic points: All transactions involving the sale, slaughter and processing of beef, meat products, livestock products and poultry or poultry products would remain under the sole jurisdiction of the USDA. The Secretary of Agriculture might, at his discretion, refer a given case to the Federal Trade Commission for decision, but his decision would be final and conclusive. It would not be a matter of the two agencies sitting down and trying to reach an agreement. Finally, the USDA and the FTC would have concurrent jurisdiction over retail sales.

The Celler bill provides that the FTC would have the unfair trade practice jurisdiction over all packer purchases and sales in interstate commerce except livestock and live poultry. Now that, of course, would leave the USDA only the livestock and live poultry transactions and turn everything else over to the FTC. Rep. William H. Avery (R-Kans.) offered an amendment to HR-11234 under which the FTC, if it felt that it needed to back up to the packer level to have an effective exercise of its jurisdiction over retail sales, could sit down with the Department of Agriculture; if they could reach an agreement, then the FTC could reach back to the livestock and live poultry stages of the transaction. Reciprocally, if the Secretary, in the enforcement of the law with respect to livestock transactions, felt that he needed to reach down to the retail level, and he could reach such agreement with the FTC, he would have jurisdiction. This is not a satisfactory technique as far as the FTC is concerned.

There are also suggestions that there be concurrent jurisdiction, such as the Department of Justice and the Federal Trade Commission have under the Clayton Act. Either agency can enforce the Clayton Act, and they do so every day of the week. For example, corporate mergers can be handled by either the FTC or the Department of Justice under the Act.

Finally, there is a possibility that the so-called Dirksen amendment, which was introduced last year but rejected when sent to the floor, might again appear. This Dirksen amendment would redefine the term "packer" as used in the Packers and Stockyards Act in order to exclude chain stores, primarily, from being considered and treated as packers under the Act.

The so-called humane slaughter legislation also is of great importance to all of you. The Poage bill, (HR-8308) has passed the House, and the Senate has scheduled hearings on companion legislation.



NIMPA spelled in ice on the convention cocktail party table.

The meat inspection appropriation has been an important matter for NIMPA. Chris Finkbeiner, John Killick and I testified before the House committee. I appeared before the Senate committee. We worked with other members of the industry and have made every effort to try to improve that situation. In our opinion, 412 additional inspectors are needed. The Department of Agriculture did not see fit to seek as large an appropriation as we felt it should have sought. In any event, the House committee after the hearings recommended about a \$500,000 increase, whereas we were asking for better than a \$2,000,000 increase.

There are numerous other bills, of interest to the industry, including one that would make compulsory the grading of meat, which is now voluntary. Another bill would authorize the Secretary of Agriculture to require reasonable bonds for packers. We think this legislation probably is dead, but it is still in the hopper. Still another bill would incorporate in the statute the stand of recent court decisions which declared that fresh and slaughtered meat are not exempt from ICC regulations.

There are several bills dealing with self-help meat promotion programs, in which it would be permissible to make voluntary deductions from the receipts of livestock sales to finance promotion and research. This hardly scratches the surface of what is involved on the Hill today.

EXECUTIVE SECRETARY JOHN A. KILICK: I think the year ahead will be one of the most significant in the history of the meat packing industry and the history of NIMPA. Chris Finkbeiner told you some of the problems, some of the challenges that we are trying to face. He told you of the efforts we are making to find solutions. As all of you know, these solutions are not easy to come by. They are going to be found only by collective pooling of our brains and experience and goodwill.

You have heard about the inter-association meeting in Denver. This cooperative effort is a living thing; it is not going to be allowed to lapse or die. We are at this moment working on another meeting of that group. We, the paid officials of the associations, have been directed to report to that meeting with some specific programs on public relations. That doesn't mean we are going to wait until that happens to do anything about public relations. We are doing something about it now. You will find in your NIMPA bulletin material that will be useful for you to pass along to the newspaper, radio and TV people in your community. You are the people who can do that much more effectively than we can. We will furnish you the ammunition, but it is going to take a great deal of contact and work on your part with the communications media to undo some of the harm that has already been done to our industry.

Some stories have been inaccurate; other stories have been unfair. The reason they get printed is because we don't take the trouble, in many instances, to go around and get acquainted with the editors and the reporters and people who can help us counteract some of this adverse publicity. We should give them the facts to work with.

I made arrangements to secure some material deflating this talk about price spread and the horrible things that the packers are doing to the public, and just as soon as we can get back to Washington, I will have that material in your hands. I hope you will make every effort to get acquainted with the news people. We have a story to tell, but we are not telling it. We will do everything on earth to get the story out on a national level, but it is more effective if you will get acquainted with the newspaper, radio and TV people in your communities and tell our story. We are not trying to sway them or influence them. We merely want them to know the facts.



T. BROECKER



J. B. HAWKINS



F. A. SEGEL

Broecker Takes Over Helm of NIMPA for 1958-59 Year

T. H. (TED) BROECKER, chairman of the board of The Klarer Co., Louisville, Ky., was elected president and chairman of the board of the National Independent Meat Packers Association during the organization's 17th annual meeting in Chicago.

Broecker, who also served as NIMPA chairman in the 1953-54 year, succeeds Chris E. Finkbeiner, president of Little Rock Packing Co., Little Rock, Ark., retiring after four terms as NIMPA president and chairman. Finkbeiner was elected to the new position of honorary chairman of the board.

J. B. Hawkins, general manager of Lykes Bros., Inc., Tampa, Fla., was re-elected as first vice president and vice chairman of the board, and Floyd A. Segel, vice president of Wisconsin Packing Co., Milwaukee, was elected to the newly-created office of second vice president. W. L. Medford, president of Medford's, Inc., Chester, Pa., was renamed as treasurer, John A. Killick as executive secretary and E. H. Pewett of Weaver & Glassie, Washington, D. C., as general counsel.

Divisional vice presidents, who took office at the annual meeting, are: Central, Alan J. Braun, The Braun Bros. Packing Co., Troy, O.; Eastern, John Krauss, John Krauss, Inc., Jamaica, N. Y.; Midwestern, Edward W. Olszewski, American Packing Co., St. Louis; Southern, Robert L. Redfearn, Pioneer Provision Co., Atlanta, Ga., and Southwestern, D. J. Twedell, Houston Packing Co., Houston, Tex.

Members of the board of directors, listed by division and date of expiration of terms, are:

Central—1959, Carl Lavin, Sugardale Provision Co., Canton, O.; W. R. Young, Field Packing Co., Owensboro, Ky., and Walter Emge, Emge Packing Co., Fort Branch, Ind.; 1960, Scott Petersen, jr., Scott Petersen & Co., Chicago; Emil A. Schmidt, The Schmidt Provision Co., Toledo, and Alan J. Braun, The Braun Bros. Packing Co., Troy, O.; 1961, L. E. Liebmann, Liebmann Packing Co.,

Green Bay, Wis.; Harold Samler, The Sucher Packing Co., Dayton, O., and Floyd Segel, Wisconsin Packing Co., Milwaukee.

Eastern—1959, E. R. Habberset, Habberset Bros., Media, Pa.; Bernard D. Stearns, B. D. Stearns, Inc., Portland, Me., and Herbert Rumsey, jr., Tobin Packing Co., Inc., Rochester, N. Y.; 1960, John J. McKenzie, John McKenzie Packing Co., Burlington, Vt.; George W. Kern, George Kern, Inc., New York City, and Franklin L. Weiland, Weiland Packing Co., Phoenixville, Pa.; 1961, Carl H. Pieper, Oswald and Hess Co., Pittsburgh; T. E. Schluderberg, The Wm. Schluderberg-T. J. Kurdle Co., Baltimore, and John G. Stephen, Arbogast and Bastian Co., Allentown, Pa.

Midwestern—1959, Gus Glaser, Gus Glaser Meats, Inc., Fort Dodge, Ia.; M. J. Sambol, Sambol Packing Co., Kansas City, Kans., and B. F. Stauffer, Stauffer Food Co., Rocky Ford, Colo.; 1960, Carl C. Neuer, Maurer-Neuer, Inc., Kansas City, Kans.; Lloyd L. Needham, Sioux City Dressed Beef, Inc., Sioux City, Ia., and Lester B. Bookey, Bookey Packing Co., Des Moines; 1961, E. Y. Lingle, Seitz Packing Co., Inc., St. Joseph, Mo.; Harry J. Reitz, Reitz Meat Products Co., Raytown, Mo., and Ray Schweigert, Schweigert Meat Co., Inc., Minneapolis.

Southern—1959, Joel E. Harrell, jr., Joel E. Harrell & Son, Inc., Suffolk, Va., and Arnold Autin, Autin Packing Co., Houma, La.; 1960, Oliver L. Haas, Haas-Davis Pack-



J. A. KILLICK



E. H. PEWETT



C. FINKBEINER

ing Co., Mobile, Ala.; A. C. Bruner, East Tennessee Packing Co., Knoxville, Tenn., and Earl T. Jones, Jesse Jones Sausage Co., Raleigh, N. C.; 1961, J. J. Swick, Copeland Sausage Co., Alachua, Fla.; C. O. Hinsdale, Balentine Packing Co., Greenville, S. C., and Frank W. Thompson, Southern Foods, Inc., Columbus, Ga.

Southwestern—1959, Ray Turvey, Turvey Packing Co., Blackwell, Okla.; Ray F. Johnson, Lubbock Packing Co., Lubbock, Tex., and Matthew Brown, Western Meat Packers, Little Rock, Ark.; 1960, H. F. Glover, Glover Packing Co., Roswell, N. M.; Lee Harris, Harris Meat & Produce Co., Oklahoma City, and John O. Vaughn, Oklahoma Packing Co., Oklahoma City (replacing D. J. Twedell during Twedell's term as vice president); 1961, Herman Waldman, Dallas City Packing Co., Dallas, Tex.; Thomas G. Wright, Canadian Valley Meat Co., Oklahoma City, and Walter Webb, Webb & Co., Inc., Helena, Ark.



A. J. BRAUN



E. OLSZEWSKI



R. REDFEARN



D. TWEDELL



W. L. MEDFORD

SALES

New Association Program Will Train Sales Trainers

A NEW phase of NIMPA's sales training program, which will enable each member company to have a sales trainer within its own organization, was outlined by Fred Sharpe at the Saturday morning session. NIMPA's director of sales training, who has been conducting clinics at plants across the country for the past two years, pointed out that many more salesmen can be trained under the new plan.

Beginning in late May or early June, Sharpe will conduct a series of five regional three-day training courses for sales trainers. A city will be selected for the course within each region to keep expenses and lost work time at a minimum for participants. The five "schools" will be spaced about two or three weeks apart.

Sharpe said the course will be based not on theory but on actual problems and questions that have been presented to him by salesmen and sales managers in the many plants he has visited. The three days will be spent in intensive training dealing specifically with sales problems of independent meat packers and processors.

A company may enroll one man—the sales manager or anyone else selected to take the course—for \$300. An additional man, perhaps the plant manager or a sales supervisor, may attend for \$50. Thus, two men may be trained for \$350, Sharpe explained. Dates, places and additional information will be announced later by NIMPA.

This new program for sales trainers will be a NIMPA service in addition to the in-plant training clinics for salesmen, which Sharpe will continue to conduct. Cost of the clinics is \$500. A sales training clinic is merely the beginning of a sales training program, however, Sharpe pointed out. The new service will enable each plant to have someone to carry on a continuing training program with the organization's own men.

Some of his concepts of selling were reviewed by Sharpe at the Saturday afternoon session, which also featured a demonstration of ways to handle sales problems by four men who have participated in Sharpe's sales training clinics at their plants.

"I have tried to teach salesmen some of the fundamental systems of dealing with people," Sharpe said. "That is the problem. You all do a creditable job with the products you make, or you would not be in business. A decided weakness I have found, however, has been in allowing our men to go out simply with technical knowledge and with little of the knowledge of what makes people melt down or become belligerent, what makes them want to throw you out or take you in."

There is a world of difference between what a man needs and what he wants, Sharpe emphasized. "Let us assume that the customer needs your product. Making him want it is an entirely different story. You can make him want it, first of all, by making him want you. If he does not like you, he will not buy your merchandise."

Sharpe served as chairman during the demonstration. Participants were: Daniel F. O'Connor, Reliable Packing Co., Chicago; Gil Clark, The Klarer Co., Louisville; Ralph



► Fred Sharpe of NIMPA outlines three-day courses to be offered on regional basis for sales managers or others and then calls on four "alumni" of sales clinics for demonstration of problem handling.

Roy, Scott Petersen & Co., Chicago, and Levene (Mac) McCrory, Braun Brothers Packing Co., Troy, O.

"Who would like to start it off?" Sharpe asked the audience. "Does somebody have a question?"

FROM THE FLOOR: What would you do in this situation: Your salesman goes in and calls on a new account. The buyer says, "I am busy. I do not have time to talk to you."

CHAIRMAN SHARPE: In other words, you cannot get anything from him. He is just too busy. Do you want to direct that question to someone?

FROM THE FLOOR: I would like to direct it to Gil Clark of Louisville.

CLARK: First of all, I would want to agree with the man, as we were taught. I would want him to know, too, that we in our organization are interested in men who are busy. I might say: "Our company is interested in people who are busy because we have to do business with people who are very busy. I can see that perhaps this afternoon you do not have time for me, but suppose I stop by tomorrow morning, or suppose I stop by next week?"

O'CONNOR: I would like to comment on that. Sometimes a salesman thinks he has to make a sale on the first call. I do not want you to think that there is not a time when there should be a closing of a sale. However, as Gil Clark put it, by telling the man he saw how busy he was and getting the point over about his company, he also left the door open. He asked about another time when he could come in again. Nine times out of ten the dealer will say it is all right to come back. In fact, if you pursue it, he probably will give a time to drop in and see him, and he will expect you to come in.

CHAIRMAN SHARPE: The boys have done a pretty good job, but see what you think about this. If the dealer said: "Listen, I am too busy to talk to you today," you could say something like this: "Well, what do you think I am doing—loafing? If you want the things I have to sell, drop what you are doing and let's get down to business, because I do not think I am coming back anymore." No?

CLARK: I might add, it is a good thought for each of us salesmen to convey to our customers that we, too, are busy people. I do not think I would do it quite the way Fred Sharpe just did, but I think it would be well if we left that thought with them. After all, if we are successful salesmen, we are busy ones.

CHAIRMAN SHARPE: Of course, you knew I was being facetious. The boys have done a good job. Another reason for having these boys on the panel is to show you how you can take your own men and pose to them certain problems, and kick the problems around, and out of it you get something very good. Who else has a problem?

FROM THE FLOOR: I would like to direct this to anyone on the panel. How would you handle this situation: A salesman has made his best presentation, whether it be on a regular line item or a specialty item, and the

buyer scratches his head and says, "I don't know about that. See me about it next week."

CHAIRMAN SHARPE: In other words, it is the old "put off." What are you going to do with the guy who keeps putting you off?

McCRORY: I believe I would approach the customer this way: I might ask him how many packers he has calling on him at the present time. Perhaps he says there are six. Then I would ask him if all the products are moving; we know undoubtedly that all are not. There is a possibility that three brands might be moving. I think I would get the dealer cornered and try to prove to him that our product moves.

CHAIRMAN SHARPE: Why does that man say, "Come back next week and see me?" What is in the back of his head? An interest in next week? No, he is not interested in next week at all. He is interested in getting rid of you without saying, "Get the 'h' out of here." He is trying to be nice, so we have to handle him in a nice way without letting him know that we know his real purpose. It involves going into a little sales talk. He has



SPECTATORS look on intently at a sausage linking demonstration.

opened it for you by saying, "I don't think I will get any this week. You come back next week."

Many sales people are put off by that "Come back next week." They walk out and say, "Boy, I have a good customer there next week. He invited me back." You do not have any better customer next week than you have today, and maybe not as good. The point is, if you have to go back next week, do just what the boys did a moment ago. Leave the door open and make coming back a specific thing you are doing for him. When you do come back, he will respect your presence, and I bet he will treat you a little different. Does anyone have anything else to say before we go along?

CLARK: I would suggest that we give him a big pitch on the feature item for the week. Most companies have a feature item. We have found that we quite often open new accounts if our salesmen pitch our feature item.

CHAIRMAN SHARPE: That is very good. Give him something to be thinking about, whether you make the sale now or not.

FROM THE FLOOR: Suppose you have a new account and you've made your sales pitch. You quote the prices, and the dealer replies: "Your prices are way out of line. I can buy the same item for much less money." How would you handle that?

ROY: That is a problem I face every day of the week because jobbers sell the same merchandise that I do. I tell customers that they get what they pay for in service from our company only by dealing directly with Scott Petersen & Co. instead of a jobber. I keep my customers

abreast on what items we are pushing in newspapers and television, and emphasize that the products that I have on my truck are from my company. I do not buy anything on the speculation that somebody is going to ask for Scott Petersen bologna; next week I will still have it on my truck. If a competitor is underselling me on price, I might say: "You know, Mr. Jones, that he has to maintain so much for his cost of operation. If he is giving you the bologna cheaper than I can give it to you, then he is clipping you on something else. He has to maintain a certain price level or he will be out of business." That is what I like to see, somebody underselling me, because I know that he will not be there next year to give me that competition.

FROM THE FLOOR: I could come back, as the customer, and say: "I might as well buy from him. I can make a better profit for myself with it."

CLARK: I am inclined to believe that we, as salesmen of meat products, are a bunch of cowards. I think all too often, when you deal with that situation, you will find out that your customer is not telling you the truth at all. What he really wants to do is test you and see how firm you are on your price. If we will be brave enough and believe enough in our products and convey to our customer what our product is and what our service is and that we, too, have to make a living for the people supplying us with a job, I think 50 per cent or more of the time he will buy at the price quoted.

McCRORY: We are quite proud of our packing plant. We do not talk price but quality, and believe me, it works.

FROM THE FLOOR: Suppose that one of you came by and asked me to stock your bacon, and I said we had all the bacon we needed. You insisted that we stock your bacon and I did. We put this bacon in our self-service case, and the customers just wouldn't pick it up. I'd like Danny O'Connor to tackle that problem.

O'CONNOR: That is a very trying problem. One of Fred Sharpe's basic thoughts in his talks to us has been always to agree. That is pretty hard to do when a dealer tells you that customers won't pick up your product, but it is obvious or he would not tell you that. It is also obvious from your tonnage and what you are selling him. After you have agreed with the customer that evidently the product is not moving, because you can see that in the amount he is buying, you give him the ball back again to carry. We will assume that the quality is just as good as that of all the rest of the bacon there. You should ask him, "What am I doing wrong, as a salesman, that I am not helping you to move our bacon?" Maybe it is in the point of display material. Maybe it is something else that you should be doing such as bring him demonstrations in the store. By ferreting through and getting him to answer your questions, you probably will get the real truth out of him. Maybe he has your bacon shoved off on the other side with the bread. You will find out from him what you can do to help him; that is where your answer lies, in what you can do to help him.

ROY: I would say, "Mr. Jones, I believe it is my fault that the bacon has not been moving. I have been thinking about this, and it really concerns me. I want to tell you I am sorry, but I think it is due to a lack of display material from me." I believe that we do not use these display tools with which we are equipped. A college professor once said any advertising, no matter how bad it is, does some good. We have to get the point-of-purchase materials up in the store.

We had a contest at Scott Petersen & Co. on chicken loaf, and the boss came around and asked: "How many pounds do you think you can sell? How many loaves can

you sell a day?" I was thinking of my best day, and I said five. Then he came around the next week and threw us a quota—five a day, 25 a week. On my route, I wondered, where am I going to sell 25 chicken loaves? The first week was fine. I did a good job, and I also put up the signs. One store that sold one a week without a sign sold two a week with a sign.

The point-of-purchase material is your salesman when you are away. The customer stands in front of a case and asks, "What do you have that is different?" The point-of-purchase material hits him with the message, "Try this," or, "Doesn't this look delicious?"

If there is not a big enough volume in the store for a demonstration, a little plate containing a couple of pieces of your sausage cut up with a toothpick inserted helps. Cake companies have tried it with samples.

When you are going around to a new customer, take in an item with you. Let the customer taste it so he will buy it from you. If he buys it because he likes the taste, so will his customers. You have to give him that first try.

CHAIRMAN SHARPE: I want to tell you of an experience that fits in quite closely with some things mentioned in the officers' reports this morning. It has been my job to find out what the public thinks about meat packers. For the last several months, I have purposely and deliberately visited a number of meat markets and supermarkets. I also have made it a point when I have been in any store to bring up the question of meats. It is easy to get people to talk about meat.

Here is one illustration: Last week I happened to be talking to a man in the clothing business. I brought the conversation around to where he began to tell me his opinion about meats. He said, "My gosh, I cannot understand why these meats are so high in our stores. You go down to a certain store and some Kansas City cuts are \$2.48 a pound. T-bones are \$1.29."

I asked, "Why do you suppose those meat prices are so high when the top on cattle has been not more than \$30, and sometimes is less than that?"

"I will tell you why they are so high," he said. (He didn't know me from anybody else.) "The damn meat packers are simply robbing us."

I kept my temper, but I visited with him a little bit more and finally I told him I was with the National Independent Meat Packers Association. I said, "I thought that you would be interested in something, because it does affect your pocketbook." I simply sat down and explained to him the same thing that I want, in some shape or form, this organization to do. I want NIMPA to ex-



AN ATTENTIVE AUDIENCE listens hard to get pointers on sales.

plain to the American people that the meat packers are not robbing them.

As somebody said this morning, "Let's tell the people the facts." There is no reason why our industry should bear the brunt.

This giant has been asleep and this giant is going to wake up—not to go out and boast but to tell the people what they ought to know about the services performed by the meat packing industry. They do not know, and perhaps it is our fault. I could multiply my experience by a number of others, almost in the same pattern. When there is blame for the range in prices, from \$30 received by the farmer to the \$2.49 or the \$1.29 paid by the consumer, it is always put on the meat packers. There is not one single exception in all the times I have inquired among strangers. They have always said it is the meat packers' fault. These people ought to know that it isn't so.

Meat packers should be making more money than you are making today. I am glad to see one thing which is different from what it used to be. Now the meat packers are saying, "I am going to make a profit." There is no law in this world that keeps you from doing this.



INFORMAL groups in exhibit hall carried on discussions, relaxed, or just stood and looked at industry supplies.

ADVERTISING

New Outdoor Program Puts Participants in Big League

ADVERTISING today is very different from what it was a few years back. It has changed to the degree that you, today, are selling your wares in packaged form in a self-selection market. You do not have the opportunities to see the retailer personally, "pat the old boy on the back," as Fred Sharpe described it, and get him to get your message across to the consumer.

As you well know, it would be positively economically impractical for you to endeavor to organize a sales force to go out and knock on doors to tell the consumer about the quality and merits of your products. Therefore, fortunately for you and all industries that have something to sell, advertising comes into play.

However, you have many advertising media today and some that are relatively new. As far as television is concerned, it is still somewhat in its infancy, and everybody is so busy in our high-gear life that they do not have time to be at their television or radio at the prescribed time to get your message. I do not wish to imply that we do not feel that radio and television are good advertising media, but they are indoor media. Our NIMPA program deals with an outdoor medium—the outdoor poster.

We feel, in the self-selection market, that it is imperative that you do not just get your name in front of the public. We think it is necessary that you show consumers what you want to tell them about, and that is your package. If you look around the room, you will notice that every one of the sample posters on display here has the package on it in natural, true color.

National advertisers have long regarded outdoor advertising as one of their strongest media. Consider, for example, the new automobiles every year. The first time you see a new automobile, nine times out of ten, it is portrayed on one of the outdoor posters.

ADVANTAGES OF OUTDOOR ADVERTISING:

What are the particular advantages of this medium to you as a meat packer? What can you gain by using outdoor advertising, and why should you even consider it?

The fact that you have an opportunity to capture the full, true color of your package, the same color that the consumer is going to see when she walks through the supermarket, is a very vital thing. No other medium can give you true color. Even television today, with its attempt at color, cannot project your package exactly as it will appear in the case. Second, you have a mass impact. Outdoor puts you in the big league. It makes you look like a big advertiser. It projects quality.

If you as an individual set forth to go into an outdoor program like NIMPA's from scratch, the cost of these posters would be absolutely prohibitive. These are lithographed posters: lithography is one method that will give you true appetite appeal. The posters project the true quality level, the way you want the consumer to think of your product. You do not get this quality if you go into less expensive posters. Through your association, however, we are able to provide you with the quality level at a price within the means of a small advertiser.



► C. E. Fessel of Fessel/Siegfried, Inc., tells some advantages of medium and describes high quality of posters available to NIMPA members at reasonable prices.

An excellent job has been done in the meat industry in production, in making good products faster, etc., but how much has been done by top management in tailoring the advertising program, taking an interest in it and providing the salesmen with the selling tools they need as professional salesmen? If you are going to put time and effort into making a good product, and more time and effort into packaging it, you do not want to project it to the consumer in a manner that is not in keeping with the level of that product. I cannot stress quality too much.

I think it is quite evident that your association has gone all out to provide you with good quality art work in the posters and has made them available to you at a price that is within reason.

EXCLUSIVE IN DISTRIBUTION AREA: This question may arise immediately in the minds of some of you: "How can I use a poster that one of my competitors uses?" Actually, it would not be practical to have two packers within the same distribution area using the same poster. That certainly would give you nothing. However, we have endeavored to design these posters in such a manner that they will not have a syndicated appearance. We also have set out on a map of the United States the locations where each and every one of the posters will be shown by a particular company.

Once one of these posters becomes yours in your distribution area, it is yours and yours alone and will not be used by anyone else. You will be given a two-year exclusive on the poster art, to use in any other collateral materials that you may have, such as point-of-purchase material, or TV or anything else. Your package and a copy line or trademark and name of your company are the elements added to the stock design. These posters have been responsible, I can assure you, for some direct increases in sales on individual products.

One problem brought up here today for the sales panel was the retailer's statement, "You put your bacon in my store last week and it did not move out." The salesman does have a tough battle when he only has price and quality to talk about. The more he can go in and show that man what the company is doing in advertising to make that product move, the easier you are making it for your salesmen to get your product distributed.

It is quite evident that today, with the fast shopping in the supermarkets, your message has to get across fast. Point-of-purchase material, such as the miniatures of the posters that are available, bring back this message that the consumer has seen on her way to the store.

We are not going to stop with the various posters now available. There are going to be more prepared on various products. There now are two different types that can be used on luncheon meats, for example. If your competitor in one market is using one, you can use the other. The same thing is true for wieners.

NO WASTE COVERAGE: Another important fact about outdoor advertising is that it saves you money from the standpoint that you have no waste coverage. If state-

inspected packers located in on-the-border towns buy radio and television and newspaper advertising, for example, they pay a rate based on the circulation or listenership. There is bound to be some waste coverage for a packer located in a border town. The advantage of the posters is that you can get them placed almost exactly where you want them. You do not place any out of your distribution area. They are working for you 24 hours a day, and your dealers can see them. It is most important that you impress the buyer or dealer with your advertising.

Every chain store buyer or co-op group is interested in a plan. When you can present them with a plan and show them what you are doing in advertising, and they, themselves, see it on their way to work, on the way to church on Sunday and on the way home, they are interested. They may not be around to catch your television and radio advertising.

If you can use all the media, it is excellent that you do so, but here is a medium that will not only impress the consumer and dealer but will live with your salesman all day long. He gets a little lonesome out there in the territory by himself, running into his daily problems. It is kind of nice right before he goes in to make a call for him to be able to look up and see one of his posters, maybe adjacent to that market. There also have been many instances where a packer has endeavored without much success to sell a chain store. By taking an outdoor poster and placing it adjacent to the store or in the general neighborhood, he has been able to create enough consumer demand for a product to break into the store.

It is most important, too, that the people producing your product get to see the advertising. It will make them realize that they are working for an aggressive, progressive company.

I hope that you will analyze your own efforts in advertising, measure the quality of it, determine just how well planned it is, and whether it really projects and portrays your product as you want the consumer to see it. Determine also if your advertising is coordinated, if it gives you a plan to present to the dealer to give him a real reason to buy your product, other than just price or good service or quality. There has to be something over and above those things for the dealer to buy. Especially in the chain stores, where the majority of the prepackaged processed foods are being sold today, there has to be a reason for dealers to buy other than price and quality.

Everyone has quality today. Every packer who takes any care at all is capable of producing a good product. The consumer just takes for granted that you are producing quality, but you have to get her attention and not just once or a couple of times a week.

POSTER AND PANEL COSTS: The cost of the poster will run from \$12.95 to around \$18, depending upon the quantity ordered and the number of colors in the package. The cost to display the posters also varies, depending upon the size of the area, the population, etc. The national average poster panel cost, taking into consideration the metropolitan areas as well as the small towns, will run approximately \$30 to \$32 per month per poster. In some areas a poster panel on a 30-day showing is available for as little as \$18. In larger markets, such as Pittsburgh or Chicago, the cost runs \$50, \$55 and maybe \$60 per month. However, approximately \$1 a day is about the national average.

What about quantities? The price list that was sent out specified a minimum of 50. After seeing the list, several packers have asked whether they could buy only 25 posters. We are going to work on an arrangement whereby you will be able to purchase as few as 25 posters. However, this is going to defeat, to a degree, the econ-

omy that has been worked for so hard. The same efforts and same time are going to be required to run 25 posters as are needed for 50, but we will try to work that out for those of you who are interested.

However, I suggested to several packers that rather than buy 25, they take 50. The bacon poster, for example, can be used in the spring, say in June or July, whenever your home-grown tomatoes happen to be coming in. Again, it would be fitting to run it in the fall or the following year in January or February. In other words, space the showings four months apart. You can hold the other 25 posters in stock, and three or four months later you can put them to work again.

WHAT ABOUT OWN AGENCY? Many of you also have asked me this question: "You are an advertising agency; since I already have an agency, how can I participate in this outdoor program?"

We are the agency for NIMPA. We are not suggesting by any means that we take over the work of your advertising agency in planning for you, or setting forth your budget on poster showings or anything else. Our job is to have these posters prepared and also to prepare point-of-sale material and to furnish you with the visual materials that you need on an economical level, which can only be done through this association.

If you have an agency, it is no problem whatsoever. Your agency can go right ahead and take care of the contracting for the placement of the posters with the local company.

Are there any questions from the floor with regard to costs, or quantity or anything like that?

FROM THE FLOOR: How often do you recommend changing the poster?

FESSEL: There are different types of posters, as you probably know. There are painted bulletins and the spectacular. There also is what is known as the rotary painted bulletin. These poster panels, which are made of paper, naturally will not stand up against the elements or the weather for an indefinite period. However, I have seen several of these that have been up as long as 60 and 90 days. None of them was waving in the wind or ripped or torn. However, I would not recommend leaving the same poster in the same location for more than a 60-day period although the appearance will hold very nicely in most cases, unless you have some severe weather. If you have a lot of rain, that will naturally affect them.

CHRIS E. FINKBEINER: This ties in with the question about the minimum that can be purchased. We purchased some at Little Rock Packing Co. and to get the minimum we had to buy more than what would be considered 100 per cent coverage. We wanted only 80 per cent in some areas and 50 per cent in others. What we did was put the bulletins up for a month, and then we went back two months later and put the same poster up. In that way, we were able to buy the maximum amount for the lowest price, and we used the bulletin twice but just put it up two months later.

FESSEL: In the overall NIMPA program, we have available point-of-sale material that is not syndicated. The point-of-sale material has been prepared primarily to be used for back wall displays in the smaller markets, or window displays in the larger stores. Any product can be displayed. We have found that in many cases the dealer will allow this material to stay up as long as six months. I have even seen it up as long as a year. We also have found that markets which heretofore would not permit point-of-sale material in the store have allowed us to put up this type of good, top quality material that will get a lot of attention from their customers.

HIDES

Market for Quality Hides And Skin Is Unlimited

IN addition to being president of M. A. Delph Co., Inc., Indianapolis, and affiliated corporations, I am vice president of Bartlow Bros., Inc., meat packing firm in Rushville, Ill., which is a member of your association. I also am vice president of Faber Industries, Inc., which operates five rendering plants and a meat scrap grinding and blending plant in Central Illinois.

Primarily, I'm in the hide business; I'm in it because I am convinced it can be a profitable and expanding business—one in which I can see my own sons. The market for leather and, therefore, for hides has a dynamic potentiality. It is reflecting a change taking place right under our noses.

Unfortunately our observations in the last few years have been colored by the extraordinary and unprecedented increase in domestic cattle slaughter. We have failed to see in the long run, growing human population. A rise in living standards and a greater demand for quality merchandise can absorb our raw material supply profitably. Those of us in the meat packing business, as producers of hides and skins, must be concerned with the potential market for leather and what can be done to fortify and expand that market. We must be equally concerned with everything we can do as individual producers to explore and exploit a profitable share of that market.

DEMAND IS FOR QUALITY: My story is fundamentally very simple. We have an unlimited market for quality hides and skins. In every section of the leather business and with every consumer using leather, there is a terrific demand for quality. Bear in mind, I am not appealing to you on behalf of widows and orphans, hearth and home, nor am I pleading poor mouth. I am just giving you the facts of life from a selfish profit standpoint, yours and mine. There is a profit to be made in producing a premium article, a hide that is taken off better and cured better. Our own company in its small way is trying its best to bring about a better quality raw stock. We originated the defleshing, demanuring and washing of hides with full tannery trimming along with fast curing.

We have spent much time and money on this project, and I am pleased to say that we have made great progress in this development. There are now five other firms operating the same or a similar process, and we are told by the machinery manufacturing people that they are now running through the assembly line six of these new machines and that all of them are for meat packers. I just attended the joint spring meeting of the Tanners' Council of America and National Hide Association in Belleair, Fla., where I was chairman of a panel, and I heard many of the executives from the tanning industry give their wholehearted support to this process. I also heard other packers state that it is their intention to install the process. From the very beginning of this operation we made it available to the entire industry—the packer, the tanner, the hide broker and dealer—and also made available the



► Merle A. Delph of M. A. Delph Co. says united industry research, promotion and advertising program is needed to develop potential.

excellent progress we are making in new developments.

UNITED PROGRAM NEEDED: What needs to be done and can be done in the hide and leather industry is too large a program for any one individual or corporation, even for any one segment of our industry. However, it can be done through a united program, backed by the meat packers, the hide brokers and dealers, the tanners and converters of leather. Through research, promotion and advertising we can find and create markets and demands for our product. To take advantage of the market, you should be aware of the technical progress going on in the industry. It may not be too long, I suspect, before we describe this change as revolutionary.

In short, don't take hides for granted. Examine what has been happening. Familiarize yourselves with the dynamic forces that are at work. Get set for a marketing job that can bring substantial dividends. Bear in mind always that any improvement you make, any greater quality you put on the market, is wanted and will be paid for by the tanners. I can give you examples to confirm this fact.

Let me refer for a moment to another issue, one that vitally concerns you and me. There is a long step between potentials and performance. If the market potential for leather and hides is to be achieved, there must be effective, massive and continued promotional and research effort. All of us should be a part of such effort because it can help our profits, if for no other reason. I am not talking here about any untried "blue sky" venture. The tanning industry has been doing a good job. Irving Glass is here today to give you the behind-the-scene story of what is going on in the industry.

Another question I think we should ask ourselves is: Why do we as meat packers consider hides to be a by-product of our industry? Why in many cases do we still handle hides in the old, dirty, dark, gloomy cellar, using poor and inadequate salt, and then expect this part of our product to be healthy and a growing part of our industry? I suppose that if we are going to consider hides a by-product and feel that the packing industry is one that produces only meat, then everything else we produce is a by-product. But what about other by-product items, or items we convert into another product, whether it be dog food, soap, musical strings, cosmetics, industrial oils, various chemicals, shortening products or fertilizer products? How much do we packers, as an industry, spend on research, promotion and advertising for them?

In 1957 the livestock slaughter in the United States, including only the figures from reporting plants and excluding farm slaughter, was 26,184,000 head of cattle, 11,857,000 head of calves and 14,956,000 sheep and lambs. An expenditure of 2c per head would amount to over \$1,000,000; 3c per head would amount to almost \$1,600,000; 4c per head would be approximately \$2,120,000. You can easily see the amount of money that could be made available for what is vitally needed, which is further expansion of research, promotion and advertising of hides and leather.

HIDES

Leather Promotion Hitting Hard; Packers' Aid Sought

ALTHOUGH I am not in the packing or in the hide business, I am certain that I talk to you today in a community of interest. I am here to sell you an idea. A seasoned orator or salesman might question the value of my candid approach. However, I am naive enough to believe that ideas have value and if the conception I submit has merit, it will get your support on its merits.

Let me make it plain at the outset that the leather industry does not expect you to give your time, effort and money to any vague and abstract cause. Anything you do in your business capacity has to be done for the most respectable of all reasons—making a profit. What I am going to submit to you has value only if it will help your business. We believe it has that kind of value.

As producers of hides and skins you want the best possible market for these products. You want a market in which you can do something better than turn dollars, a market in which there is enough potential for making a competitive profit. Anything you do to get that kind of market for yourselves, a market in which there can be a competitive advantage, to increase your disposition price for hides and skins, is a step to a better-looking balance sheet. We have a program rolling which is accomplishing those end results. In your own self interest you ought to know about it and I propose to tell you the story.

About six years ago we started selling a new idea. Inside and outside of our industry it was taken for granted that leather was a mature and traditional kind of business. The industry and the product had certainly been around a long time and if familiarity doesn't breed contempt, at least it doesn't make for enthusiasm or excitement. The idea we started to sell was very simple. The leather industry is young, dynamic, and vigorous, and has unlimited horizons. Our business isn't old and traditional; it has just started. The leather industry is creative, inventive and technologically booming. The people in it are bursting with zeal to give consumers the most beautiful products the world has ever seen. They are leaders in merchandising, the most skillful of fashion innovators and the most fertile in their business thinking.

LEATHER SPOTLIGHTED: Does this new conception of the leather industry sound far-fetched to you? It shouldn't. To a great part of the consumer market of this country leather is now identified with lusty infancy, with growth, and with vigorous leadership. For the first time in this generation leather has taken the center of the stage. Leather has gained glamor and appeal not alone to consumers but as a very powerful symbol of merchandising effectiveness at all levels of retailing and manufacturing.

How do you think the transformation was effected? Not by merely talking about it. It was done by a massive job of national promotion, advertising and publicity, an intensive job of trade education, a continuous job of selling.

I point out to you, however, that no product can be



► Irving R. Glass of Tanners' Council of America tells how research, education and promotion are winning recognition for leather as a modern material of many uses.

sold unless it has fundamental merit. You must have the product in order to be able to promote it. We have the product—leather that is better, more useful, more varied, more diversified than ever before. Leather was good in the past; it is better now by virtue of tremendous technological research. In order to promote it we had to be able to meet consumer needs. Women want leather gloves that are washable as fabrics, and research has perfected *LaunderLeather* that can go into a washing machine. Men want upholstery leather that is comfortable but won't look like the 19th century office, upholstery leather that can come into a wife's living room. Through research we have achieved upholstery leather that men like and women adore, a point of view that the two sexes have about certain other things, too. Women want leather garments as soft as a pussy-willow. We make them. Men want suitcases that resist the indignity of a plane's baggage hold, and I am glad to tell you that with crack chemists working on the problem a beautiful scuff-proof leather is now in sight.

In short, what I am saying is that we have harnessed research on a very wide scale to keep leather at the head of the consumer's goods procession. We are doing research intensively in the improvement of leather and in the improvement of our raw materials. Armed with the achievements of research we have been able to undertake the huge task of selling leather to the public mind, to you, to your wives and your children. You know, and everyone else does, that the old truism about making a better mousetrap has to be revamped. After you make it, it has to be sold constantly, continuously and without letup.

AGENCY FOR PROGRESS: Six years ago the tanning industry started a national organization with this primary objective—to maintain and expand the markets for leather in a changing world. We knew that the job



STANDING IN FRONT of the Tanner's Hide Bureau exhibit are Merle A. Delph, M. A. Delph Co., Inc., Indianapolis, and Irving R. Glass, executive vice president of the Tanners' Council of America.

could not be undertaken lightly. It was not a venture for a week or a month or even for a single year. In this business of advertising, of promoting or publicizing a product nationally, it is a complete waste of effort to plan without continuity. The marketplace of the nation is a tower of Babel. A hundred products clamor for consumer and trade attention and only those people who can get above the noise level and stay above it will make their voices heard. Leather Industries of America, therefore, was planned as a long-range undertaking which would bring the concept of leather continuously to America through the printed word, through the spoken word, through television and movies, through every conceivable way of reaching the minds of men and women.

When Leather Industries of America was first set up, with the virtually unanimous support of all tanners in the United States and Canada, there were those members of our industry who urged that the support of related industries should be sought. However, LIA adopted as part of its official and consistent policy this basic proposition: We will not ask for help or support from related industries or suppliers until the job has gotten under way and results speak for themselves.

It is all too easy to sketch a beautiful proposition in the abstract and to appeal for industry cooperation on behalf of glittering generalities. Too many industry ships have foundered on the rocks of cruel reality. LIA said flatly at the outset—Let us be known by our works. When these prove themselves, then support will be forthcoming because in plain self-interest everyone concerned with the future of leather will want to see worthwhile results continued.

This is the first occasion on which we have talked to an allied industry, to a group of suppliers, about the job that has been done, is being done and will be continued in the future. I am proud that the time has come when we can talk to you, not about a blue sky proposition, not about the defense of widows and orphans, or about beautiful generalities. We can state bluntly and plainly today that a tremendously effective job is being done to defend and expand leather markets, that the evidence is visible in every part of the country, and that the results are benefitting every segment of the industry.

HOW PROGRAM WORKS: A brief word about how the program is carried out. Leather Industries of America has an organization and a staff operating constantly on leather advertising, leather publicity, leather promotion, circulating leather films to schools, distributing leather



THIS FOURSOME pauses for a chat on the stairs of the exhibition hall, before joining the circulating and interested crowds below.

literature, getting leather on television and radio. All these are matters which we take for granted in talking about publicity and promotion. It is no problem to accomplish these ends when an industry is fortified with the kind of financial resources that a General Motors might expend in advertising or publicizing its product. It is a job, and the results are something deserving a touch of pride, when the sinews of war are far less than the tycoons of the automobile business have available.

All of you have seen the LIA ads in national magazines. Our message for leather has appeared in practically every important publication. All of you have seen, and many times more than you realize, leather publicity in your local newspapers and even in your fraternal magazines. There is not a newspaper in the country and not a house organ or an industry publication of any consequence which does not carry a story every week or every month prepared by Leather Industries of America. Sometimes you may not recognize the authorship and we don't want you to. Our objective is to have someone consistently singing the song of leather—beautiful, valuable, inspiring, new, a pillar of health and the spring of youth.

I point out to you that 170,000,000 people plus, exposed to this barrage day after day, week after week, must respond to the message. We believe the facts prove they have. Consumers want leather garments, they want leather shoes, they see new beauty in modern upholstery leather, in handsome leather luggage, in sensuous personal leather goods, and in all the great variety of leather products that are part of our lives.

Perhaps some of you have seen, and I am certain your wives have seen, the store-wide leather promotions staged by major stores across the country. These promotions were not undertaken because retailers love the blue

LEFT: Canadian William Griffiths of the Cryovac Company's Toronto division and Clark O. Wood of the Greenville, S. C., division may be comparing travel anecdotes with Paul Penman, Alberta Meat Co., Ltd., Vancouver, B. C. CENTER: Making sure they'll remember are G. W. Blevens, Klarer Co., Louisville, Ky.; Bill Tynan, president, W. M. Tynan & Co., New York City and Leo Broecker, vice president of Klarer. RIGHT: Group relaxes informally while waiting for next meeting of the NIMPA convention program to get underway.



eyes of tanners or the packers. They were started because the stores were shown that leather represents a wonderful merchandising symbol, that leather is an avenue to profit. Behind every one of the hundreds of store promotions during the course of the year lies the background of advertising, promotion and retail training undertaken by Leather Industries of America.

Those of you who are parents may have seen a booklet brought home by your children from school. Millions of copies of "Leather In Your Lives" have been distributed in every state, city and village of the country. Objective? To make certain that the younger generation identifies leather not with the past but with the future; to assure that the youngster sees leather as the modern product of modern technology.

Do you still go to the movies? Then you must have seen one of the newsreels based on LIA's fashion service. What's new in shoes and apparel for spring or fall; leather, leather everywhere. And if you didn't see these fashion reviews in motion pictures, you saw them on television.

Are your wives and daughters wearing tapered toed shoes this year? Those new shoes did not spring into style at the touch of someone's magic wand. They are part of a fashion program, planned and engineered in advance in order to be sure that styles and patterns calling for leather predominate in the fashion field. Right now LIA is working to develop style ideas which will further and enhance the appeal of leather in 1959-60.

A CONTINUOUS DRIVE: Our joint program of scientific research and national advertisements, publicity and promotion is continuous. Such a program cannot be effective unless it is planned months ahead, unless staff and personnel are maintained and trained. The leather industry has been carrying on its activities on behalf of leather and on behalf of raw hides and skins with exactly that kind of continuity. This week, for example, the LIA staff in New York is planning and discussing advertisements and promotions for the spring of '59, a full year ahead. Our commitments towards research reach two years into the future; without such assurance we could not, obviously, be able to enlist scientists for the work.

I am sure that you cannot help but approve the scope of what we are doing as an industry because as hide and skin producers you will inevitably benefit. May I suggest that something more than your benevolent approval is in order. Let me tell you why. Last year all of the work undertaken by the leather industry for the enhancement of leather and raw material markets involved an expenditure of some \$1,600,000. That represents a very considerable outlay measured in terms of sales and even more

in terms of earnings. We believe that the program can be intensified, that more areas of research with directly beneficial results to all of us can be opened up, that more advertising and promotion can be undertaken so that leather and hides can be sold more profitably.

Here, then, we come to the crux of an issue for yourselves and for us. At this stage in the accomplishment of a job which has taken six years to do, we have made progress so tangible that it has to be accepted as being of direct benefit to tanners and of their raw material suppliers, the hide producers.

We believe it is in your interest to associate yourselves with that effort, not for our sake, but for yours.

Merle Delph pointed out to you that changes are taking place in the economics of the industry. These are changes which are going to revolutionize the hide business. A number of the changes are going to stem directly from the research which we maintain—technical research dealing with hide and skin quality. You ought to be familiar with it. You ought to have access to it for your sake as individual producers, not for our sake as your customers. You ought to be familiar with what is being done to preserve and expand leather markets. You ought to have some insight and some knowledge of what is happening under your noses on a scale such as no other industry has ever undertaken.

You can associate yourselves with that effort. I point out to you that a comparatively nominal membership dues contribution by all of the packers of this country would enable us to expand and intensify our work on a huge scale. It would bring a directly profitable result to all of you individually which you cannot afford to be without, and an expanded market for you collectively.

I have no visionary ideas in that respect. I have no concept whatsoever of raising enormous or stratospheric sums of money. All I am saying is that any one of you, individually, associating with the Leather Industries of America in this program, would find the dues contribution insignificant. On a large scale, as an industry, you would make it possible for us to indoctrinate 10,000,000 instead of 7,000,000. You would make it possible for us to show films in twice as many schools as we do today. You would make it possible for us to distribute another three or four or five million book covers. You would make it possible for us today to convert more retailers into staging leather promotions or opening leather centers, such as Macy has done in New York.

I could develop, at considerable length, all of the aspects of the program. I could tell you the story of the research and how it ties in with your interest. I propose to conclude with a very simple appeal to you.

I suggest to you that the job has been done and we have followed through the initial policy we laid down. We are not going to ask for any help or support or invite the participation of any other industries until the results manifested are so tangible, so real, so vital that no one can deny them. We are at that stage now. We are at the stage now where your participation in the program would be in your interest, even more than in ours.

LEFT: Many convention guests brought wives along, among them R. Terrien, Libby McNeill & Libby, Chicago, and his wife. LEFT CENTER: Albert A. Frey, president, L. A. Frey & Sons, Inc., New Orleans, sells a point to W. S. Johnson, president, W. S. Johnson Co., Inc., Owensboro, Ky. RIGHT CENTER: Oscar E. Emge, president of Emge Packing Co., Inc., Fort Branch, Ind., stands with A. F. Jaumann, Leland Chemical Co., Inc., Milwaukee. RIGHT: Representing Shellenheimer Co., Rockford, Ill., are F. P. Adamski, partner, and his wife, a home economist.



EMPLOYEES

Give Men, A High Cost Item, Same Attention as Machines

WHY are you in the business of managing and directing the daily operations of your meat packing or processing plant?

Your answer undoubtedly is: "To Make A Profit."

A reasonably good profit is necessary for the perpetuation of the business; a profit is necessary for the expansion of the business, and a profit is necessary to maintain and improve the present standard of living for your family and you.

My next question is: Can you achieve this profit solely by your own efforts?

Yes, you can if you are the only employee of your concern, that is, if you are the livestock buyer, the plant superintendent, the foreman, the plant production worker, the salesman, the delivery truck operator, the accountant, the billing clerk, the credit manager and everyone else who goes into the makeup of a progressive, profit-making meat packing plant.

But since you are not running a one-man business, you must answer "No, I can't secure this profit alone—I must depend upon the ability, cooperation and production of my employees in order to gain and maintain a profit."

So if you have four, 40, 400 or 4,000 employees, if you are unionized or not unionized, whether you realize it or not or don't care about it, you still have in operation a human relations program.

Sometimes the inadequacy of such a program is brought home forcibly when a serious breach occurs in your industrial family. When things fall apart in our industrial families we usually say, "I can't understand it. I treat them right."

Do you? Often the facts show that top management does not place enough stress and importance on the human elements in the organization.

Here's what I mean more graphically. Every day you may ask how many hogs or cattle you have on hand, What is the cut-out on hogs? What does the "Yellow Sheet" show? How much sausage did we produce yesterday? And how are our product yields? However, during the course of the same day do you think about the human, that is, the employee aspects of your business with the same degree of inquisitiveness and interest?

NOT PERSON-CENTERED: Basically the biggest fault of top management today still is that it is "Thing-Centered" and not "Person-Centered."

When a piece of equipment costing \$2,000 or \$3,000 breaks down, management knows about it immediately and asks "Why?" Yet these same officials often don't bat an eyelash when someone tells them that Joe Smith has quit or that Jim Brown was fired.

This attitude still persists in many cases in spite of the fact that your employees are the biggest cost you have. Considering payroll alone, personnel is running between 35 per cent to 70 per cent of operating cost. Here are some examples of payroll costs in other businesses. In the insurance and banking fields, payroll averages about



► A good human relations program will help you, suggests Elmer Koncel of The Klarer Co.

53 per cent of cost; in manufacturing concerns, depending upon the product and degree of automation, about 42 per cent. In department stores, payroll is 57 per cent of cost; in hospitals, payroll is 80 per cent of cost. Many companies find their payroll cost is running three times their material cost.

In addition to payroll there are a number of other cost factors—often hidden and intangible, but still costs which must be charged off against your business. In the rank and file clerical job and plant production job the investment you have in a newly-hired employee until he is trained runs about \$500. At the higher job levels, such as engineer, office technician, supervisor, salesman, or management trainee it ranges between \$5,000 and \$15,000. These figures are basic investments in the employee; they do not include salary while on the job, tieup and inefficient use of machinery, tools and material, customer ill will that a new salesman may engender, clerical errors, poor workmanship, etc.

If the employee leaves the company before he becomes productive, then you can add on the replacement cost, unemployment compensation payments and a slowdown in departmental operations. In 1955, fringe benefits for an employee were estimated to be 43c extra per productive hour, or \$740 per year, or 19 per cent of payroll cost. In 1950 fringe benefits were only 13 per cent. Now hold your breath—the estimate for 1965 is a fringe benefit payment of 80c extra per productive hour which is higher than the 1955 minimum wage of 75c.

TURNOVER COST: Employee turnover in a year costs you about \$150 for a clerical or plant production employee and about \$1,500 for a higher-level position. This figure is based on the national average of labor turnover for U. S. businesses in 1950, namely 2½ per cent turnover per month (30 per cent per year).

Let's take the capital investment of \$11,200 you have in an employee and project it on a yearly basis (taking into consideration a service record of 25 years) and we find this cost to be \$450 per year. Place the average annual salary of the clerical and plant production employee and the annual salary of the supervisor, salesman or key employee into the personnel cost pot. Take a salary figure of \$3,200 for the lower-scaled employee and \$6,200 for the higher-scaled employee. Add them up: \$3,200 wages, \$500 training, \$150 labor turnover, \$450 capital investment and \$740 fringe benefits. The sum amounts to \$5,000 per year per employee. When you start out with a salary of \$6,200 for the higher-scaled employee, and add \$5,000 for training, \$1,500 for labor turnover, \$450 for capital investment and \$740 for fringe benefits, you have an initial investment of \$14,000 for the year in this employee.

The American Management Association surveyed 136 companies in 1955 in order to estimate the cost of hiring, training and losing a salesman. The average cost was \$6,684 and nearly 25 per cent of the companies placed

the cost at \$10,000 or more. They also brought out additional figures that showed that the average salesman costs his company \$16,000 a year to maintain in the field, works 250 days a year at a daily cost of \$63 and averages three calls a day. He therefore was costing his company \$21 each time he pushed open a door. If his expenses were 10 per cent of his sales, he would have to sell \$210 worth of products per call on the average merely to justify his existence with the company.

A study was made over a two-year period at an aircraft manufacturing plant to find the expense of obtaining one net addition to the work force in terms of hiring cost, training time, per cent of turnover, cost of hiring and training replacements for those who quit. The plant was startled to find that it had to spend \$1,000 to get one net addition to the labor force.

EMPLOYEE COSTS WILL RISE: The present recession has created a looser labor market, but it hasn't decreased the cost of each employee and by 1970 the experts figure we will have an extremely tight labor market once again confronting management.

Your human assets are the most valuable and costly ones you have in your business. You can buy a man's time, you can buy his physical presence on the job, you can buy a measured number of skilled muscular and mental motions per hour or per day. However, if you want a man's initiative, enthusiasm and loyalty, you have to earn them.

In addition to (1) adequate compensation, employees want (2) good working conditions, (3) a full appreciation of the work they are doing, (4) a feeling of being "in" on things—a feeling of "belonging" and being treated and respected as human beings, (5) job security, (6) sympathetic help on personal problems, and (7) an opportunity to get ahead. The order of importance varies with the individual so there can't be any hard and fast rule as to which comes first.

I pointed out to you earlier the large amount of money you have invested and tied up in each employee. I mentioned the fact that you have a human relations program in effect in some manner, shape or form. What is an employee relations or human relations program? It simply is the cultivation of employees' minds. People are a product of nature and react just as consistently to positive and negative influences as plant life reacts to the weather. Since people in industry and business are our sources of production, it pays to study them.

It is important to know first of all "what" people will do under certain circumstances, conditions and environments, rather than "why" they do it.

Our success in dealing with people as individuals or as a group rests in our ability to detect consistency in their actions and to supply the stimulus that is needed to obtain the right response.

Now I would like to explain the steps management should take in a good human relations program. I'll use our friend, the farmer, as a basis of comparison.

Plants in the field and people in industry are sources of productivity. Here are the six steps a farmer takes in planting and raising crops. These are also the steps management does, or should take.

Preparation: The farmer gets ready for production by putting the ground in shape, plowing and harrowing.

Management plans floor space, layout, lighting, heating, ventilation, equipment, services and other physical arrangements to fit the work and people involved.

Selection: The farmer carefully selects the seeds that he believes will give him the best quality and maximum yield per acre.

Management, to the best of its ability, selects people

whose background and character mark them as having the greatest potential for the work they will do.

Planting: The farmer plants the seed properly to insure good growth and productivity.

Management provides proper indoctrination of employees to develop loyalty, cooperation and a better understanding of the business. It presents facts about the company, regulations and why they're necessary, and other essential information that will help get employees "Planted" properly in the organization.

Cultivation: The farmer does not just let nature take its course, but helps bring out the best in nature. After the plant begins to grow, he hoes around it so that oxygen and moisture can get to the roots to aid growth and help the plant become healthy and productive. He knows this insures the best yield per acre, even though it takes time and energy.

Management should know that employees don't "grow" if they are ignored. Good human relations and communications are instrumental in cultivating favorable employee



ONE OF THE YOUNGEST GUESTS at the convention was eight-year-old John Troy, who attended with his architect father and mother. John looks all ready to snap some pictures of the displays around him to show to his friends back home in Omaha, Neb.

attitudes toward the business. Explaining plans, problems, policies and providing employees with channels to express themselves are essential. In farming it's called cultivation; in business, communication. When done properly, both stimulate productivity.

Fertilizing: The farmer doesn't wait for nature to assist plant growth and development. If there's drought, he irrigates the field; if the soil is weak, he adds chemicals to promote faster and healthier growth. He knows from experience that this works.

Management, too often, is prone to let nature take its course and gambles on someone telling a new employee what he needs to know and learn, or hopes he will discover it himself. Too frequently, similar attitudes are taken toward supervisors and foremen. Good human relations and communications enhance the healthy attitude and performance of people in business just as water and sunlight contribute to the growth of plants. Continuous training, employee benefits, recreation programs and communications act as a "fertilizer" of the environment in which employees work.

Protection: The farmer accepts the responsibility of protecting his crops against influences and forces that will retard or destroy their productivity.

Management must recognize that forces are constantly at work to reduce the cooperation and will to work of employees. Management must be prepared to combat such

ideas as communism, featherbedding, slowing down machines, etc., because they retard or destroy maximum productivity. Good human relations and communications help to correct misinformation that leads to dissatisfaction and misunderstanding of the aims and operation of business. This program calls for education of your employees by you. Personality traits are set by the ages of 17 to 20, but an individual can continue to learn easily and thoroughly past the age of 50.

HUMAN PROGRAM: Your program must be sincere. It must come from the heart. Your program must be earnest, so your employees can believe in it and in you. Your program doesn't have to be a fancy one. Here are some of our methods in use in our organization—The Klarer Co.

If an employee gets hurt on the job and needs to go to our doctor, I have our nurse call me and I take the employee to the doctor. On the way to the doctor I get all the necessary details on the accident for future use. Usually I find the employee telling me the accident was due to his own carelessness. A simple statement, "Be more careful in the future, we need you on the job every day and so does your family," carries a terrific amount of good will and morale building. It helps minimize the pain and gives him a feeling of importance and of belonging.

I have our nurses do the same thing in their daily handling of accident cases.

We, of course, are trying to make our employees feel important through our accident prevention program. Short and quick slogans such as, "Daily Accident Prevention Gives Full Paycheck Protection," are featured regularly. Our weekly payroll checks have a slogan printed on them.

We are trying to educate our supervisors in the "Papa" approach—"Proper Attitudes Prevent Accidents"—so they, in turn, will educate the members of their departments along the same lines.

Our Southern Star Credit Union is huge. It has \$400,000 in deposits and has a real humanitarian as a full-time manager. Wilburn Gibson during the past four years has helped between 300 and 400 employees start the savings habit so they have been able to become home owners. We have 85 to 90 per cent of our employees as Southern Star Credit Union members.

Our Southern Star Credit Union is managed and operated by our employees. They have more committees than our company has, and these committees check with me regarding any employee's status before they make a loan to the employee. In fact, our credit union has grown to be such an important employee relations factor that if an employee is turned down by our credit union for a loan, he has to take the initiative in getting back in their good graces so he can "belong."

Each year in January our credit union has an annual



FILLING OUT cards at registration desk are two guests and two packers, Oliver L. Haas of Haas-Davis Packing Co., Inc., Mobile, Ala., and M. Johnson, Schmidt Provision Co., Toledo, Ohio.

meeting. The members hire a hall, have a dance orchestra, serve refreshments, elect their officers and committees—and look to Ted Broecker, the chairman of our board, Gil Amshoff, our president and general manager, and myself for short speeches. Three or four hundred credit union members are there and don't think we miss the opportunity to congratulate them and pat them on the back sincerely. We back up these statements materially by paying most of the salary of the credit union manager.

UNION RELATIONS: We try to use our unions as helpful supporters in our employee relations program. Fortunately, we have extremely high caliber union representatives. We treat them as human beings and individuals, and they do the same to us. Unjust criticism of our unions by our employees brings corrective action by me and a message to the union officials so they also can correct any misunderstandings. The business representatives receive the same courtesies when they are hospitalized as do our employees—a visit to the hospital with best wishes for a speedy recovery and a sincere simple statement, "We miss you; hope you are back on the job soon."

At one of our plants we are cooperating with the union steward who wants to start an employees' charity fund over and above our regular union health and welfare



CHEERFUL SMILES are worn by A. C. Bruner, East Tennessee Packing Co., Knoxville, Tenn. and Dick Waggoner of Curtis Packing Co., Greensboro, North Carolina.

fund—which, with our pension fund, both wholly company-paid, is costing us \$400,000 yearly for 1200 employees. I am having our printing department print the necessary pledge cards and identification cards free of charge so that his committee and he can solicit the plant for the 50c weekly from each employee with which they desire to set up a fund to help sick and disabled employees and their families in addition to our regular health and welfare payments. Bill Blevens, our general superintendent, is giving this union steward three days off at our expense to solicit all the plant employees. This fund will be completely managed by the employees. All I am going to do is collect the money through a payroll deduction and act as an advisor. Here again it will benefit the employee to belong, because if he doesn't, he will not get the additional help this employees' charity fund will provide.

At the present time we have three members of our truck drivers union seriously ill: a heart attack case, a cancer case and a lung case. They are long-service, well-regarded employees. All we are obligated to do according to our union contract is to pay their health and welfare for a total of four weeks after the start of their illness. Last week I called the business agent and said, "I'm paying their health and welfare payments again although they have been gone more than four weeks—let's see what develops in the next month so we can mutually decide on what job we will place them in the future. However, I want it fully understood that I am not setting a precedent, and that anyone who does not cooperate with you or with us will be held strictly to the contract."

The answer I received was, "Thanks, Elmer, we appreci-

ate it very much. I'll tell the rest of the business agents and our members employed by you of your company's kindness and consideration."

A few days ago we had a horseplay incident involving two members of the truck drivers union. We fired both men. The union business agents came in, not to fight for the restoration of the jobs for the two men, but to plead for them. We gave the men two weeks off without pay and the manner in which our general superintendent, Bill Blevens, handled the disciplinary action was one in which we made firmer friends of the union and better employees out of the two men involved. They were extremely happy to get their jobs back and the union appreciated the decision, especially in view of the fact that



THE FINKBEINER CLAN was well represented at the convention. Left to right are Chris E. Finkbeiner, retiring NIMPA president; cousin Otto F. Finkbeiner and his son, Buddy, C. Finkbeiner, Inc.; and Chris' brother, Joe, also of the Little Rock Packing Co.

it was readily admitted that neither the employees nor the union had a leg to stand on.

We are going to reissue our bulletin concerning horseplay being banned and cause for immediate dismissal. However, it is being sugar-coated with the statement that this rule is designed for the employee's benefit and job protection. The truck drivers union has announced that it will not tolerate any future cases of horseplay and that employees found guilty of horseplay will have no recourse from the union.

In November, 1957 we acquired the Emmart Packing Co. in Louisville. It is our Magnolia Division and is in direct competition with our Louisville Provision, Southern Star Division. Both are divisions of The Klarer Co., along with the C. F. Vissman Co. Naturally the 450 Emmart employees were wondering about their jobs, their benefits, their health and welfare and pension plans. We also were faced with many difficult problems. These worries now have largely disappeared. The Emmart employees now are a part of the Klarer industrial family.

In January, 1958 we retired five Emmart Division salaried employees. Each of these men had worked for Emmart for over 30 years and they were in their 70's. They had worked for The Klarer Company only 2½ months. We gave them full credit for their Emmart service and retired them on a very nice monthly pension. Naturally, I made sure the story of this action on the part of our top management, Ted Broecker and Gil Amshoff, found its way by word of mouth to the right spots because this was an excellent human relations program at work.

Let me read you a notice that our Emmart Magnolia division beef department supervisor put out to his employees. It is simple, direct, inexpensive and very thoughtful, and it reflects the feelings and sentiments of a man

who has been an employee of The Klarer Company for only six months.

Incidentally when this bulletin reached my desk, it came as a welcome surprise. I knew nothing about it until I saw the communication.

Here is what the supervisor wrote:

To: All Beef Box Employees

It has been noted by this writer that there seems to be a continued lack of interest in the execution and performance of your jobs.

Specifically we find that lunch and rest periods are not kept within the specified time limits. The strangest thing, however, is that immediately after returning from either rest or lunch periods, some of our employees find it necessary to again leave the beef cooler for some reason or another.

It seems to us that in most cases rest periods provide ample time to take care of any necessary or unnecessary business that our employees might have during the day.

The Klarer Company has, as you well know, gone all out to provide good working conditions, pleasant surroundings, good employer-employee relationship and many other things.

In order for the company to operate successfully, and for you to be assured of a good and steady job, it is your obligation and duty to be on the job 100 per cent.

There is no time for loafing or unnecessary gatherings for conversational purposes at any time.

Please Do The Necessary!

The human mind still remains the trickiest and most unpredictable machine known to man. However, if you put your heart into your program you will achieve and earn the proper attitude of your employees that in turn will give you the profit and utmost cooperation from them you desire and need.

Take the first letter of the words heart, proper attitude and profit and you have H-A-P-P. You, and only you, can supply the letter "Y" to spell out the word "HAPPY" and thereby complete the picture.

If all of management will pursue this human relations program, you will contribute materially to human wants and satisfactions. You will contribute to our economy by creating more jobs, by reducing industrial costs and helping to provide everyone with a better standard of living.

In fact, you may be so successful that the first Monday in October may become celebrated as management day as a running mate to our annual Labor Day holiday. Maybe you will achieve Utopia—an annual management day observed in your honor, with employees working for you on that day free!



TWO EXHIBITORS are deep in conversation while Lud Vessel, Marathon Corp., Menasha, Wis., examines a sample of minced luncheon meat (soap) rolling off a packaging line in exhibit hall. Attractive Beverlee Wilson stands behind Marathon counter.

EMPLOYEES

Labor Will Want More and More from 'Boss' in Future

AS most of you know, the major packer agreements all run into September of 1959, so the demands that most of the major packers and many of the smaller independent packers will have in 1958 will be merely putting into effect clauses that are already incorporated in their agreements.

All of you know that collective bargaining in the meat industry in the past eight or ten years has been pretty generally a situation of establishing, first, a national pattern in negotiations between some of the major packers and the unions in the meat industry, and then an effort on the part of these organizations on a regional and local level to convert these national settlements into local patterns which will be adhered to by all packers in the industry.

The major agreements, as you know, call for very few changes in 1958. It is an automatic $7\frac{1}{2}\%$ adjustment in the national packers' agreement which will take effect on September 1. Between now and that time, everyone will take a look at the cost-of-living adjustment as of July 1, based upon the May consumer price index, and then again in January of 1959, based upon the November index. These adjustments, if any, in addition to the $7\frac{1}{2}\%$ automatic increase, constitute the two major changes which will happen during 1958.

The present master agreements with the large packers provided for two other minor adjustments—one being an increase in the shift operator's premium of 5 per cent, which also takes place September 1, and an increase in the shift operator's Sunday premium of 10 per cent, which takes place September 1. Those items are the package.

Many of you people here today do not have agreements that are tied directly to the major packinghouse agreements, but all of you, in one way or another, are affected by the conditions set out in those agreements and, if you are bargaining at this time, those will be the items which you will most definitely be discussing.

COLLECTIVE BARGAINING: I would like to present a few observations concerning collective bargaining generally, getting away from the monetary factors that always come up in collective bargaining.

The worker in the plant and his organization, if he has one, are constantly striving to improve his standard of living and improve his job security and the security of his family.

Just as you and I are attempting to achieve security for ourselves and our families, the people in the plants have these same goals and are trying to reach the same objectives. There are a number of different organizations with which meat packers deal. These organizations are eminently capable of doing a job for their membership, in much the same manner that NIMPA proceeds to search out and tackle objectives which you members of NIMPA desire to have accomplished.

These workers in the industry are continually looking



► Labor Consultant James Gilker notes that packers face a 1958 wage increase of $7\frac{1}{2}\%$ to $11\frac{1}{2}\%$, and reports that unions are studying productivity with plans for getting a share of future gains.

ahead. Our whole economy is moving and changing. The benefits which you provide today as a matter of general practice are things which your predecessors believed would never come about.

I am afraid, from my daily contact with management, that many of the present operating heads of major companies are too prone to feel that they have reached the final point. "We have gone as far as we can go," is the usual comment. However, if they will sit down and reflect for just a few moments, they will know that every day they are seeking new and better means of doing their jobs, of making their products better and of increasing their profit margins. They must realize, with a little reflection, that their employees are also considering, while they are out there boning beef, "How can I improve my job?" Collective bargaining is one way.

The personal recognition which your employees seek cannot be negotiated, but the monetary benefits which they need to provide a better way of life for their families can be negotiated and will be negotiated.

PRODUCTIVITY GAINS: Long-range security in the form of pension plans, unemployment benefits and severance pay programs—those are things which some of you now have in your companies as a matter of policy. They are most certainly items for which the rest of you will receive requests in your coming contract negotiations with the unions.

I am certain that a number of you have received questionnaires from your union during the past few months in which you have been asked to provide the union with various data on the operation of your plant. The questionnaires were generally aimed at productivity data. These questionnaires were not all-comprehensive, but a casual examination of them indicated that their objective was to obtain productivity data.

I am certain—and I am sure you are—that as you increase efficiency; as you find new and better ways to do your operations, and as you cut down the number of man-hours required to put out a given unit of production, your employees are going to look to you to share these gains in productivity with them.

I am certain that in your next negotiations, and in all other industries, productivity is going to be one of the pivotal points in the meetings.

Some few months ago, a Circuit Court of Appeals came out with a decision which pointed up the requirement (even more definitely than had been previously done) that an employer must furnish the collective bargaining agency in his company with various productivity and time study data. This had been the general policy of the NLRB in previous decisions, but the matter was affirmed and extended to some degree in this recent Circuit Court of Appeals decision.

I am certain that prior to your next negotiations you will receive additional requests for data concerning your operation and your productivity. The labor organiza-

tions within the industry will undoubtedly make comparisons between the national companies and between various areas to determine the real costs of your employees to yourself.

We can stand up here and say, "It cost me \$400 last year per employee to train my new people," or, "It cost me \$3 an hour for such and such a type of employee, including the fringe benefits." However, when you boil it down, that \$3 an hour is unimportant if you are getting \$3 an hour worth of productivity. One dollar an hour can be excessive if the productivity in your operation is not there compared with your competitor.

So, as negotiations will start in most of the plants in 1959, I feel certain that preparation will take place in 1958. The stage will be set by the spring of 1959, and the collective bargaining agencies of the major unions in the industry will be well equipped to discuss matters such as productivity and the adjustments which they will request from management as a result of increased productivity on the part of the members.

PENSIONS: Many of the small packing companies in the nation are attempting to set up pension plans. They are running into all kinds of problems because the small company is not as well adapted to the installation of these plans as the large operators. Certainly those companies which do not have some type of pension arrangement at the present time will be called upon to come forward with a program when their next contract expires.

It would be a good idea for each company to give the matter of establishing a pension system, if it does not presently have one, some advance study and consideration. A small company can find the funding of back-service benefits an almost insurmountable obstacle.

You know, the most important thing about collective bargaining is not always what you end up with in the contract. It is how well-equipped you are to absorb the changes you are called upon to make and still move forward to build your company.

If you do advance planning, if you obtain data and make comparisons and determine your relative position and proceed from that point on, realizing full well that the demands you are receiving are demands that are popular with your employees and express their real wishes, and that in order to have a smooth-functioning operation you must provide benefits which will allow your employees to gain an ever-increasing standard of living, you will not have any problem in your next negotiations.

You know, it is interesting to look back on the last contract that was negotiated. Many packers agreed to a cost-of-living adjustment in their agreements—a simple clause providing that for each .5 change in the consumer price index, there shall be an adjustment of 1c per hour. The adjustments since September, 1956 have already totaled 9c per hour in increases.

Some economists say that between now and September, 1959, the addition of 4c more may be required.

So, when you add the 7½c to whatever the cost-of-living adjustment may be, I think you can readily see that most of the packers are going to face a substantial increase in cost this year. It is vitally important that plans be made to change the business in such a fashion so as to make this change, whether it be 7½c or 11½c, a matter which can be absorbed by increased productivity or some other function in the company.

Some of you say, "My local situation is such that we don't have all these benefits in our contract. We are not bothered with them yet." Just as certainly as you are going to improve your business, the union with which you deal, if you deal with one, is going to press continually to make your contract conform to a major degree



LINEUP at registration desk on the opening day of convention.

with the contracts with major packers. The continual raising and equalizing process is the basic job of the labor organizations and they work full time at that job.

While you spend the bulk of your job selling and producing, and spend a very minor portion of your time dealing with employee relations, the union representatives spend 100 per cent of their time searching for ways of gaining new benefits for their membership.

PLAN AHEAD: You would do well to set aside a period of one hour each month during which the top people in your company would sit down and discuss what the picture should be a year and two years from now, and how you can make long-range improvements, so that when your contract expires, or when your competition makes changes, you will be in a position to keep and recruit good people. You will be able to provide them with the security, both long-range and present, that they are seeking, so that you, in turn, will receive the cooperation of these employees to a higher and higher degree.

We have heard much about fringe benefits and their cost. They are costly, but those fringe benefits are mighty popular ones. I was in Detroit a couple of weeks ago and there is considerable unemployment in that area. However, that unemployment has a heavy cushion under it in the form of supplemental unemployment benefits. People who may be here today from that area are familiar with the nature of these benefits. Many of the workers who have been laid off as a result of the recession, are maintaining at the moment at least a semblance of the living standard to which they are accustomed only because of these supplemental unemployment benefits. When you think back three years or four years to the time when this plan was in the discussion stages, everyone felt that it was unnecessary and unimportant. However, I venture to say that a poll of businessmen and men on the street in these depressed areas would show that the supplemental unemployment benefit is probably the most popular item ever negotiated in an auto worker agreement.

You say, "Well, the mere popularity of a benefit doesn't make it something that I can adopt in my operation." When the day of an idea arrives, you had better be willing to move with it, because your business doesn't sit still. You don't do the things you did 50 years ago. You are not satisfied with the methods of operation that existed ten years ago, and neither are your employees satisfied with the mode of living of their fathers.

This country has grown. The industry has improved and has made changes by doing the impossible. You are going to be called upon to do what your predecessors of ten or 15 years ago would have considered to be impossible, but you and your employees, by cooperative efforts, can find the way to achieve your joint goals. And you will do this, in many instances, by study, understanding and extending yourself to near the breaking point.

EMPLOYEES

Hiring Tests Help to Avoid Costly Employment Mistakes



► James A. Burdette of Arbogast and Bastian reports that practical tests are available for choosing men with right skills and personality traits for specific jobs.

I want to thank Mr. Koncel for setting the stage for me in his remark that turnover is extremely expensive. He also said that we pay very little attention to our human resources. Certainly most of us pay little attention to keeping exact account of them and their cost to us, etc., as we do in connection with our machinery, materials, money and other facets of our business. Therefore, most of us don't know just exactly how expensive our human resources are.

Statistics from people who do keep such records will apply to us to the extent that our problems are the same as theirs; we have training and developmental problems, and we have people who are not efficient on the job for the first few months or years, depending upon the difficulty and technical complexity of the work and the ability of the individual.

If we should lose such a man, or if he should prove to be not so skillful as desired, and does not learn his job as well or as quickly as we expected, then we have lost considerable money.

My assignment here is to tell you what I believe is a good way to eliminate a lot of that cost which is absolutely unnecessary. It is done simply by buying the right seed and, naturally, putting it in the right ground.

The tried and true methods of choosing the right seed are not adequate in today's market, particularly in view of the fact that better tools are available. I do not mean to say that you should throw out the old tools, but merely that you should supplement them with something else.

The new tool is not perfect. It will not measure as your micrometers do, or cut like your very sharp blades. It is not that kind of a tool, but it is the best we have. It is much better than it has been, and it is improving all the time.

A test is not a perfect tool. As a professional in this field, I find that people are either 1,000 per cent sold or they don't believe a word of it. Laymen just do not seem to understand this testing idea. They either go all the way overboard or they just don't have any time for the idea at all. Neither attitude is correct. I certainly want to put that before you. Lots of people are selling this kind of service to you. However, if anyone tries to

sell you this kind of a program any says it is 1,000 per cent perfect, don't you buy it, because he is just trying to sell you a bill of goods or he doesn't know what he is talking about. He is a charlatan of some kind, and you let him go. If this is the only point I leave with you today, I think I will have done some good.

VALIDITY: The value of a test lies in what is called its validity. Two words are used in connection with tests—one is "validity" and the other is "reliability." Many of you might get confused on this and feel that reliability is what you want, when it isn't so at all. What you want is validity.

Validity is nothing more or less than the ability of the instrument you are using to measure accurately what you want it to measure or predict what you want it to predict. All standardized tests, whether they are standardized by remote criteria or by taking standardization measures in your own plant on your own workers, possess this validity factor expressed as a coefficient of correlation. Perfect correlation is 1. No correlation is always 0, and a negative correlation is minus 1.

Surprisingly enough, in many instances a minus correlation is just as good for predicting what you want to find out as a plus correlation. The main thing you must remember is that the farther you get from zero in either direction, the better off you are and the more predictable the test is.

To give you a little example, you say to some organization, "I want to test all of my salesmen and I want to find out how well this test will predict whether or not any new salesman we hire might be a good one." If the tests show that out of your sales force you have ten top-notchers, ten so-so's and ten poor ones, and the test has been able to point out each of these ten in exact relation-

LEFT: Glad to be visiting together are Leonard Meyer, owner of Geo. H. Meyer Sons, Richmond, Va.; Joel E. Harrell, jr., president of Joel E. Harrell & Son, Inc., Suffolk, Va. and D. B. Sweat, plant superintendent at Harrell's. CENTER: Informal group is made up of Herb Althoimer, Independent Casing Co., Chicago; Harry Samler, president of the Sucher Packing Co., Dayton, Ohio and Stanley Rakieten, also of Sucher. RIGHT: Pensive group of convention guests and exhibitors seems to be sharing a mutual thought.



ship to their abilities, then you have a perfect correlation.

To illustrate the negative correlation: If you find that the salesmen predicted by this test to be the top-notchers were actually the poor ones and the salesmen predicted to be poor were the top-notchers, then, obviously, you must hire poor salesmen and get top-notchers. That is the minus correlation I was talking about.

As I have told you, no test is perfect. If you can get a test that will produce a correlation coefficient of .8 or .9, you have a top-grade tool. If you have a test with a correlation coefficient of .6, which means it will predict successfully only 60 per cent of the time, you still have 10 per cent better than the 50-50 chance you run by just hiring a man. The latter is about the situation you would have in using the ordinary interview and selection technique. After quite a few years of experience, I certainly would not say that I could, by the interview technique, be anything like 80 per cent accurate.

SIMPLE TESTS: There are tests available to measure almost anything you might want to measure today, provided you really know what you want to find out.

Here are some things that can be measured by various kinds of tests. You can measure some facts by a test. A man's physical qualifications can be determined by your plant doctor in a pre-employment physical examination. You can test his physical qualifications to some degree by merely looking at him as he comes in the door. I'll give you an example of that right now. In our plant we cannot promote a man who is probably the most logical candidate for the job of smoker because he cannot reach the top of a smokehouse tree. He is a shorty. One physical qualification, in this case, is height. He must be able to reach the tree top.

The Coca-Cola Company has a mark on the door of its personnel office. If the head of an applicant for a driver's job doesn't come up to that mark, he is not tall enough to reach the top of the truck to get the cases down, and he can't do the job as well and efficiently as a taller man.

He will, of course, tell you facts about his education and experience, and you can check up on him. However, I would be very careful about that sort of thing since the results are less predictable than some of our tests. Educational background is not always a good indicator. Naturally, if you are hiring a plant doctor, he must have a medical degree, but that doesn't mean he is a good doctor.

Now, you will want to determine some things that fall in the realm of opinion. I say, "opinion," because these are not absolute, clear-cut physical facts. One thing you will want to know about this man is his intelligence—what is his rated horsepower? There is a lot of difference between a bookkeeper and an accountant and it is not all in what he calls himself. There is a lot of difference between a time study man and an industrial engineer. There is a lot of difference between a man who can learn something by rote and repeat it to you, and a man who can think of the basic meaning back of these things and is able to draw inferences and conclusions from them while he is on his feet.

You will want to know about his intelligence. While this is a matter of opinion, it can be measured relatively well. You will want to measure his intelligence from several standpoints. You will want to measure it so that (strangely enough) you will not get a man on the job with too high an intelligence. You should have limits. A man whose intelligence is too great for his job will soon become bored and lackadaisical and may do a worse job for you than a man whose job is a challenge to him and his abilities.

For the very high-powered jobs that take thinking, anal-



PREPARING for the first session of NIMPA's 17th convention program are president and chairman Chris Finkbeiner, Little Rock Packing Co., who gave the opening address; J. B. Hawkins, Lyles Bros., Inc., Tampa, Fla., and John Killick, NIMPA's secretary.

ysis, etc., you will want a man of very high intelligence.

You can measure this man's aptitudes. This merely means, if he has the intelligence and the opportunity, what can he learn to do? It does not mean what he can do now, but rather what he can learn to do. What physical and mental facilities does he possess that make it possible for him to learn and do a job to standard or better production. Is he clumsy or fast with his hands?

Many tests are designed to measure aptitudes, and the right one must be chosen for the situation you are testing.

Another facet of what he can do is skill. Here, again, almost every one of you gives a skill test if you find a man who claims to be skilled. You ask him some questions about the trade in which he claims to be skilled, and, to the extent of your knowledge of the trade, you determine whether or not he really knows it. A man can bluff in this area, particularly if he is dealing in his interview with a man who is not skilled in the trade himself. A bluffer can learn a lot of words that mean nothing.

Tests come in several forms. One of the simplest tests, and one of the most commonly used, is to put the man on the job and see whether he can handle it, or give him a problem and see whether he does it well. A much better way is to devise a test, or use an existing test, to check those trades that have become standardized among thousands and thousands of tradesmen, and on which results have been correlated so that you know the validity is true and exists. When you use such tests you will have better success.

In addition to wanting to know what a man can do; what his physical and educational qualifications are, etc., there are other important things you should seek.

One is: what does he like to do? I don't believe there is any doubt that a man will do a better job if he is doing what he likes. Several interesting inventories are available which tell you generally what a man likes to do. Believe me, you can't depend on what he says he likes to do. He is obviously there applying for your job. He would be a fool to say he doesn't like the specific work because he would not get the job. You can't depend on what the man says he likes to do. He may be hungry.

Here you have a situation where you can find the basic, deep-down interests of this man, and see how his interests relate to those of other successful men in the field.

Here is another important factor; what will he do? You can do a lot of things, if you will. We are talking about temperament—personality is probably a better word. What will this man do? How will he probably react and behave?

A recent NIMPA bulletin carried a report of a survey of 200 corporations in which the top men in these corpora-

tions were quoted as saying that over 80 per cent of men who fail, do so because of personality or temperamental difficulties and not because of lack of knowledge of the job or inability to get the job done in the technical sense. They just do not get along with their jobs, or with people, or something else.

Testing in this area is not only about the most important thing you have to do, particularly in regard to foremen and salesmen, but it is important with plant workers. You can cut down your grievances and your problem employees.

I know of one instance in which a control group was set up to study this problem. This company had two plants. In one plant with a staff of approximately 500, the employees were hired by an interview technique. Employees for the other plant, of approximately the same size, were hired using a temperament scale test. The percentage of recognized problem employees in the one plant was over 29; recognized problem employees in the second plant amounted to only 5.5 per cent.

Personality testing is a long, tedious task and it is pretty expensive for a small company. However, it gets pretty expensive not to have it, too, sometimes.

You can do such testing for your rank and file employees, or you can just hire and put up with the problem employees, or get rid of them in some way, and you really have not lost much. However, if you lose a foreman or salesman or an executive on the way up, or he is unsuccessful because of personality difficulty, then you are in trouble and you have lost money it would have been better to have saved.

Not only is personality most important, but it is probably the most difficult factor to measure. However, there are several tests, such as the ink blot test. The test can tell you what the man is made up of and what he will probably do. However, I prefer a much simpler type of test. It takes a little longer for the prospective employee to take this test, but it doesn't take quite so long to score. After all, we are not paying the prospective employee and we are paying the scorer, so it is a little cheaper to use in that respect. It is a much simpler and better test to use for industrial purposes because it has been standardized in an industrial situation. Most of the other tests were standardized in clinical situations, and were used initially to treat personality problems, as psychiatric aids, etc. This is an industrial test based and standardized on industrial norms.

It breaks the basic personality of a man down into seven components. I will name and discuss them briefly. First, the normal. Now, there is no such thing as a man



VARIOUS ASPECTS of employee relations were discussed by James Burdette, Arbogast & Bastian, Inc., Allentown, Pa.; Elmer Koncel, The Klarer Co., Louisville, Ky.; James Gilker, labor consultant (shown at the speaker's stand), and D. J. Twedell of the Houston Packing Co. in Houston, Texas.

who is absolutely normal or average, but this component is called the normal. It is the basic ability of a man to control himself, his temperament, his habits, etc. A man with a plus is a strongly integrated and very conservative person most of the time.

The minus group of normal—at the other end of the scale—is the psychotic patient, or the criminal, or the failure in some other way. He is someone who has failed to adjust to life and cannot control his own personality. You have 21 degrees between these extremes which gives a full range of 21 different degrees of ability to control or not control oneself.

The things that you are going to control are the other six personality components. The first one is called the hysteroid. You know the word hysteria. It is a matter of pure selfishness. All babies when born are complete hysteroid. They have no thought of anything except themselves. People who have this hysteroid to an uncontrolled degree, after they grow to the point where the veneer and polish of civilization have been put on them, are criminals, certainly unethical, anti-social, crimes-for-profit type of individuals. They are interested only in themselves and what an act is going to do for them in a short while. Animals are complete hysteroids.

The other end of that scale is the law-abiding, fair-minded, unselfish, even sometimes self-sacrificing individual. As you will recognize, this is not so good either in some jobs. You don't want a completely unselfish person. Here you can tell, with reasonable predictability, whether or not this man is going to be honest with you and with your customers. Is he going to keep his hand out of the

CENTER OF attraction is a sausage demonstration. Interesting displays drew large and curious crowds to the exhibition hall and held most of them there for several hours. A number of pieces of equipment developed and/or made in foreign countries were exhibited at the show.



till? Is he going to build up good-will for your company?

Now we come to the next two characteristics which I would like to group together, although they are generally considered separately, and call them the extroverted tendencies, although they may not always be so recognized. They are the manic and depressive. These tendencies have certain characteristics that are separate and distinct, but they should go together because they are extroverted or outside the individuals. Individuals who have these tendencies generally do not think within themselves or of themselves. They think of other things in the world.

The manic is an excitable, overactive and distracted person if uncontrolled, or, if controlled, he is a friendly, active and energetic type of individual. The depressive is the discouraged, sad, retarded, moody type of person, still without himself. You might consider him to be an introvert because he doesn't show much spark and sputter, but he is still an extrovert in that he is outside of himself.

These two tendencies usually go together. They go together in two ways, one being in their cycles of moods. In the manic-depressive you will find the mood is up and down, up and down. On some days he will feel on top of the world, and on other days he will not get out of bed.

Everyone will say, "That is me. Doesn't everyone have it?" Everyone does, but they have it to different degrees. What you want to find by testing is whether the depressive is more deep than the manic, or is it a condition that can be controlled and won't be noticed.

Of course, you have the other interaction of these two when you possess mixed emotions and mixed moods. Such people go along at pretty much the same rate of speed, but with a feeling of confusion within themselves.

I will group the next two also; they are the introverted moods. You wouldn't think this one fellow is an introvert for he is aggressive. About the other, you are sure. The artistic is an introvert—he is a sensitive person and it is very easy to hurt his feelings. He needs a lot of praise and encouragement. He is very imaginative. A lot of artists, writers, musicians, composers and actors fall in this class. They are a creative type of people and very good for that sort of thing if you have that type of job.

The paranoid is a fellow given to fixed ideas. He is aggressive and defensive; he is retaliatory; he sometimes feels that people and the world are against him. However, the right combination, properly controlled, makes a very aggressive salesman or foreman.

On the other end of the scale, of course, you have the minus characteristics, or people free from these characteristics. Then you have the epileptoid, but most of us are not concerned with that type too much because there you have the true dreamers, the scientists, the men who work with great ideas and get ecstatic about a project or a situation and carry it through. If such a man gets into your field he will be a fuddy-duddy. He will check every little detail and drive you to distraction. He wants to get all of the details right.

If you took all of the possibilities that each of these personality classes have, with seven components and 21 degrees interacting with each other, you would have enough separate personalities in which little difference could be detected that you could have a different personality for approximately three times the total population of the world. Of course, we all say that every man has a different personality. However, for purposes of industrial work, you can break this down into 100 identifiable types.

If you can place a man in his particular one of these 100 different identifiable types, and can determine for yourself whether this type fits the job you have, then you will do a pretty good job of selecting the man.

I would just like to go briefly into how these tests are

developed. The principle of test development is exactly the same for all and involves scientific examination, trial and error, toward proving a theory, until it has been proved beyond all doubt and becomes a fact.

HOW TEST WAS BORN: I will tell you how this particular test was developed. Dr. Doncaster, working with Guy Wadsworth (because he was personnel director in a large company and furnished the guinea pigs) started out with a theory of Rosanoff's.

They said, "We must first determine by making up a lot of questions, thousands of them, which one of these questions predict." They gave the tests to people whose personality classifications have been determined in separate diagnoses by three psychiatrists. They were people who were in insane asylums; people who were in prison, and people who had experienced constant failures of various sorts in life. They were diagnosed and used as the specimens for studying the first questions.

When they found the questions that did predict, and did say that this man is this and that, by the correlation between the diagnoses and answers to the questions, then they used those questions. They gradually pared the test down until they got it into the shape in which it is now used. Then they gave the test over to the original subjects and to a larger number of people. The statistics showed that test was a reliable measure for predicting personality.

When the test's developers were satisfied that they had a measure and that it was accurate, they started working on the employes of this company. They gave the test to all of them and wrote personality descriptions for them. They wrote a couple of pages describing a man's basic temperamental qualities and then asked his supervisors and people who knew him well, "Do you know who this is?" If a good number of those questioned said, "This is Joe Brown," then it was pretty certain that the test was a good one.

Much more has been added in 20 years of development and there is little doubt that we can predict, within limits of 80 or 85 per cent, what a man's personality and temperament are.

Now the question arises, "Can I use this technique myself? I have a small company and do not have anybody on my staff to do this. It costs a lot of money to hire a man already trained. Can I use this technique myself?" The answer is, "Yes, you can." Although such procedure is not perfect, you can use it, and fill out the forms at your place, but send them to somebody else for interpretation, a personality description and a recommendation concerning the employee being studied.

Many consultants sell this service. Your universities and colleges almost all have some system set up for counselling and testing. Your state employment service has, and in most cases will do some testing for you.

I would recommend, however, that you limit your use of the latter two agencies. The universities usually operate in a clinical situation, or a diagnostic, consulting and guidance situation. The state employment office is operating in the skills aptitude field and not in the personality field.

What else can you do? You can do what many other businesses have done in your situation. They ask their trade associations to set up a special program for them on a fee basis.

The National Association of Dry Cleaners, which is made up of many small businessmen located throughout the United States, has a man who does this kind of work on a fee for the individual firm. He costs the association nothing, but renders the service for those who wish to have it on a pay as you go basis.

SAUSAGE

A Good and Popular Product Will Win Dealers' Support

WE CAN assume at the outset that reasonably good relationships exist between our respective firms and retailing organizations in the areas in which we operate. Otherwise, our companies would not be functioning, and none of us would be here. We may also assume that any relationship we have with retailers can be improved. If we were to adopt a theme for this entire panel discussion, it might read something like this: "Anything that's been done can be done better."

Therefore, let us consider our never-ending problem of maintaining and improving retailer relationships and discover what practical measures are available to us so we can help ourselves.

If we would have good relations with our retailers, we have an obligation to put something positive into that relationship. It just will not develop, by itself, the way we want it.

There can be no denying that good retailer relationships are essential, for the simple reason that the retailer controls the final sale of our products to consumers.

THRICE-TOLD TALE: The best possible sales results are obtained when the person doing the selling has the highest degree of product knowledge and enthusiasm for that product. Obviously, these two qualities are found in the manufacturer to a greater extent than in anyone else. The manufacturer has to convey his product knowledge and enthusiasm for his products to a sales organization. And sometimes something is lost in the telling.

The sales organization, in turn, has to relay the product story and enthusiasm for it to the retailer. Again, something is lost in the telling.

The retailer, who may stock as many as 5,000 items in his store, does not have much time to devote to our product story or relaying his enthusiasm for it to the consumer. In a self-service type of operation, he does not even talk to the customer about our merchandise. He merely prices and displays it. But getting the right kind of product story and enthusiasm story over to the dealer is vital in fighting for a place in the modern supermarket's display case.

In developing a program to build good dealer relationships, we can safely proceed on the theory that intelligent retailers buy all merchandise on the basis of 1) Quality; 2) Service, and 3) Price.

The essential object of his business enterprise, like ours, is to make a profit, but it doesn't look that way, does it? If we give the dealer merchandise which has established customer appeal so that it will sell the first time and repeat; if we provide the service that keeps him properly and adequately stocked at all times with fresh product; if we develop a price structure which enables him to offer good value to his customers and make a satisfactory profit, then, even if our personalities are not the best in the world, we are well on our way toward establishing a good, lasting and profitable relationship with the retailing organizations in our territory.



► John Krauss of John Krauss, Inc., speaks from experience in advising: Find what your consumers want, give the product to them and promote it—and the retailers will like you, too.

The closer we come to satisfying all the wants of the end customer for our product, the sounder our relationship with our dealer becomes, since his success depends upon his ability to know the wants of his customers and provide the products and the kind of services which will satisfy them.

That brings us to the subject which has been discussed at every sausage manufacturers' trade association meeting I have ever attended—the product line and the qualities which make it sell.

There is nothing very new about suggesting that the sausage business and good retailer relations must be built on the foundation of a high quality line of product. We must constantly recognize that consumer acceptance is a very fragile thing, and when price resistance and high cost of materials tempt us to chisel on our formulas, we need to realize that a dissatisfied customer does not vent her anger on the retailer—she takes it out on the manufacturer whose name was on the unsatisfactory product, and the problem of rebuilding her confidence is a long, slow process.

DON'T LOWER QUALITY: In times like these when consumers are pressing for lower prices, and our raw material and labor costs are high, we frequently are subject to pressure from retail organizations to make for them a "special" kind of bologna, or some other item, which they can merchandise at a hot price.

While the retailer's object is to build traffic for his store, and to offer the public a big value, the consumer is not aware of, and is not interested in, such "shenanigans" which ostensibly are for her benefit. All she knows is whether or not the product is satisfactory, and a so-called "big value" that turns out to be a failure on the dining room table is sure to cause resentment instead of appreciation.

It takes real courage as well as diplomacy to talk our retailers out of pursuing such a course, but the end result of selling our retailers on the quality concept is to im-



CONVENTIONEERS POUR forth from the sausage session after hearing a team of experts outline latest developments in the field.

prove our relationships with them over the long run.

In connection with our product line, we need to read our markets very carefully to determine what type of products the consumers want. Regional preferences manifest themselves not only in styles of product, but in package sizes. For example, some markets appear to establish themselves as preferring an 8-oz. package of sliced luncheon meat while others seem to prefer a 6-oz. package, regardless of the price level.

We can build improved dealer relations with our packaging programs. From a consumer's standpoint we need a package which tells the consumer what type of product it is, who makes it, and how to use it. But we need to build into our package the kind of protection, durability and price marking facilities which the dealer requires for his handling of the product. I am sure you have seen in supermarkets, as I have, manufacturers' packages which were inadequate for the dealer's needs and which forced him to overwrap them again and relabel them. This not only added to the retailer's cost, but reduced the manufacturer's identification. Such shortsighted economy practices on the part of the manufacturer will cost him sales and money in the long run.

We can build better relations with our retailer organizations by pre-selling our products to his customers through consistent, well-planned advertising. This doesn't mean that retailers will stop putting pressure on manufacturers to give them cooperative advertising allowances. Some of them will even say that you should not spend money for your own advertising; just turn your money over to them and they will see that your product is advertised adequately.

COOPERATIVE ADVERTISING: There are situations in which cooperative advertising allowances are justified, but let us remember this: A retailer who advertises our product does so by listing it in his advertising and pricing it. Therefore, what he is saying to his customer is, "We have this product and this is how much it costs." He never devotes his advertising space to telling the customers what is better about your product, or why they should prefer it over another. He still considers this kind of promotion to be your job.

Moreover, your relations with that retailer are best when he comes to the conclusion that your product has a certain amount of built-in shelf velocity, a consumer demand which moves substantial quantities of it out of his store into consumer hands with very little effort on his part. All the public relations gestures in the world can never equal the effectiveness of such built-in shelf velocity.

We can improve our dealer relationships with practical merchandising assistance, whether in the form of point-of-sale displays, demonstrations, or special store events. Fifty-two weeks a year the retailer has the problem of attracting traffic to his establishment. He exhausts a lot of ideas in a period of a year. Therefore, he will always

welcome practical suggestions which will help him to do more business.

Now, you may say, "Those are some mighty fine sounding ideas and principles, Mr. Krauss, but what have you done specifically to put them into effect in your own business?" I will give you a few examples.

We had a problem moving franks a few years ago. We had a beautiful new package design—as strong and appealing as any in our new package family at that time. A strong brand preference for our other products, especially cold cuts, should have helped move franks, but it did not. Franks were still our weak sister.

SELF-CRITICISM: We finally became objective about the problem. That is easier said than done, all of us being human. Here's what we did:

1. We added red overprinting on the package—the fact that competitors did it and we did not had hurt us. This would not have been necessary if other competitors hadn't been doing it. But since they were, our franks looked less attractive in comparison.

2. We changed our recipe. I personally believe in a frank formula with enough spice for lively flavor, but that is not the flavor the New York City market wants today. People are becoming accustomed to blander processed foods. We revised our recipe accordingly.

These two changes, tailoring our product more closely to our regional market, brought about a tremendous increase in our sales.

We told retailers about it. They saw the package. They sampled the product. But the big convincer was the repeat sales—there was no argument there.

In New York City we have the biggest concentration of apartment dwellers in the world, but since World War II we have had the same suburban growth that has been going on all over the country. Some items in our line sell best in the city; others in the suburbs; some sell in both places. But to serve all of our retailers we keep all of these products in our line.

One-pound sausage rolls, for example, do not sell much in the city, except just before holidays for poultry stuffing. But out in the suburbs they sell year-round. So we keep the product in our line year-round to serve those suburban retailers—and we are one step ahead of our competitors who do not make the product.

For years we used independent jobbers to sell our product, but during the past four years we have gradually added our own salesmen. We picked the men carefully. Management time for training them was costly to

LEFT: Obviously enjoying the convention sights and sounds are D. D. Nowe and W. R. Nowe, Nowe Brokerage Co., Pittsburgh, Pa., and A. Kamesar, Prime Packing Co., Milwaukee. CENTER: Mr. & Mrs. Harry L. Sparks, of H. L. Sparks & Co., National Stock Yards, Ill., relax during free moment. RIGHT: Griffith Laboratory (Chicago) exhibitors B. Stutz and D. Dwyer pose with Ivan G. Potts, the new director of membership relations for NIMPA.



our operation. We could not squander that time on "rovers" who would leave too soon.

Consequently, through careful hiring, only two salesmen have left our staff in four years, and then only to go into business for themselves!

More and more sausage manufacturers are advertising, but they often go in and out of an advertising program. We feel the consistency of our planned and regular program is a plus beyond just advertising alone; and through mailings and informed salesmen we constantly remind our retailers of this pre-selling program.

EDUCATION WIDENS MARKET: Recently we were talking about the Visking booklet. I don't know whether anyone has seen it. It gives 159 recipes for serving sausage. Most people serve frankfurters hot and bologna cold. Here are 159 recipes.

We approached our radio people on station WOR. They have been food specialists for 25 years. They told us it couldn't be sold. You probably can give it away, they explained, but you cannot sell this book. No woman will sit down, write a letter and send 25c for this book.

Well, we tried it anyway. We started three weeks ago and have sold 3,500 books.

Other stations only mentioned it. We have about six



THIS GROUP was one of many that stopped to look at the NIMPA display and became involved in reading about association projects.

or seven radio stations in New York. They only sold three or four copies. One man sold nearly 2,000 because he talked about it. He told his listeners, the housewives, about so many different ways to serve sausage.

We have a small program. It is the Continental show, partly German. The lady who conducts the show mentioned to her radio audience that she had followed one of the recipes. She took ½ lb. of liverwurst and made liver dumplings, and they tasted better than when she used liver. She also sold a lot of the product.

This morning on the program we had a Mr. Glass of New York. He is with the Tanners' Council of America. He made a fine speech about leather, and he told us that six or seven years ago, the Council started to tell the story of leather to people and went into research to make better leather. Today leather is in demand. People like leather things. Leather is outselling the population growth.

Now, how about us getting really busy and trying to sell sausage. Let's tell our customers how to use sausage in every way. I think for every book distributed we will sell an extra pound a week. Look at the sausage tonnage you can get if you only tell customers how to use it.

In concluding this discussion I should like to suggest that all of the tools for establishing and maintaining better dealer relationships are equally available to all of us. Some will use them with more skill than others and get better results. Some may look upon some of these sug-



REGISTRATION was continuous, first to last day, of meeting.

gestions as representing further additions to cost and, therefore, not be interested in them.

We still have the everlasting problem of our own direct competition. We still have to use our own initiative and resourcefulness to get the job done. Personally, I reject the sales proposition that includes the phrase, "All things being equal," because all things need not be equal in any sales transaction. Sometimes the difference is slight. Sometimes the difference is just us, but we need to know how to use all our plusses intelligently.

I'm a gardener. I do a little gardening in my place in the hills of New York. I have been doing a lot of soil testing lately. That is how I have learned the right kind of fertilizer to use and everything grows like weeds.

Well, whether it is gardening, golfing, baseball or selling sausage to retailers, the fellow that gives the job extra thought and an extra touch is the one that is the winner.

At the beginning I suggested that all intelligent retailers buy on: 1) Quality; 2) Service, and 3) Price.

When those three factors are relatively equal, the plusses make the difference between whether we get the business or our competitor gets it. That means we must constantly look at the retailer's business through his eyes rather than ours.

You do not have much patience with a spice, or a casing or a machinery salesman, who cannot see your needs because he is so preoccupied with his own problems and those of his company. You do not respond well to a salesman who expects you to fit into his pattern of thinking because you have a right to expect him to adjust his concepts to your needs.

In approaching the total problem of building better retailer relationships, we should consider the advice of Dr. Kenneth MacFarland, who said, "Even if you do not believe in the Golden Rule, use it anyway. It's good business." And good business is what I wish to all of you.



PICTURED HERE are John G. Mohay, NIMPA's director of industrial relations; J. C. Kato, National Safety Council, Chicago and Richmond W. Unwin of the Reliable Packing Co., Chicago.

SAUSAGE

'Ideal' and 'Simple' Quality Control Programs Outlined

WHATEVER kind of a quality control program you have—good, bad or indifferent—you certainly must have problems that require a good quality control program for their solution. These problems include providing the consumer with a satisfactory product of consistent quality, and producing a product of consistent quality at the lowest possible cost in order to be able to compete effectively in today's marketing situation.

We should also include the problem of meeting federal or state added moisture regulations where they apply, as essentially part of a quality control problem.

To my way of thinking, there is such a thing as an ideal quality control program. Ideal, that is, from the standpoint of producing the desired result. Do not misunderstand me. I am not going to recommend it as a practical program. It seems doubtful whether it is economically feasible at this time, in many cases, to make use of what would be an ideal quality control program.

However, it is worth considering what would be required in a quality control program that would give the most desirable results, even if it were not practical, since by making certain compromises it may be that we can arrive at a workable solution to the problem.

IDEAL QUALITY CONTROL: Considering the details, such an ideal quality control program would include grinding, mixing and scientifically sampling every lot of meat ingredient that is to be used in sausage manufacturing. One set of samples would represent no more than about 1,000 lbs., or one mixer load of meat.

A bacterial count would be made on each lot. Since about 24 hours would be required to obtain the analytical results, the ground and mixed meat would be held until the next day for use.

The flavor strength of each commercial container of spice would be checked by laboratory tests. A standard formula would be used as a guide, but the exact proportion of different meat ingredients and ice would be calculated for each batch to give the desired fat content and the desired added water content in the final product after making allowance for smokehouse shrink.

Every step of the processing operations would be carried out according to a rigid standard schedule. Each product would have its own schedule. Such subtle differences as the difference in smokehouse shrink of wieners stuffed into different size casings would be taken into account, either when considering the smoke shrink when computing the formula or when setting up the heat processing schedule.

I hope you will agree that if we were to operate in such manner it would solve the problems we would like to solve. If it were easy and inexpensive and physically possible to control quality in this manner, then every packer would probably be doing it because it would give him maximum product yield and a consistent product.

Inspecting a few samples of finished product, or running a lab analysis on a few samples occasionally to



► H. Ned Draudt of Hygrade Food Products Corporation affirms the necessity of quality control and tells how a small meat processing plant can do an effective job.

check up on the sausage operations, certainly does *not* constitute quality control. To our way of thinking, any controlling of quality that is done has to be accomplished before or during the course of the manufacturing operations. It is too late when you have already finished making the product.

COMPROMISE PROGRAM: I would like to return to this ideal quality control program I was talking about to see whether there is any way to achieve some of the results of such a program without encountering the prohibitive costs involved.

As we said, such an ideal program would include, grinding and mixing of all meat ingredients in lots of 1,000 lbs. or less, scientific sampling and carrying out laboratory analyses of moisture, fat and protein. If standard laboratory methods were used the results could be obtained in 24 hours. We also mentioned that ideally a bacterial count would be made for each sample.

If you use great care in accepting only those purchased materials that are in good condition, if you do a very careful job of maintaining proper cooler temperatures and use your raw materials rapidly, bacteriological lab work can safely be reduced to that needed for education of the responsible sausage kitchen personnel, trouble shooting and an occasional check on operation.

This is not an ideal way to approach the problem, but it is a practical way to maintain quality from a bacteriological point of view. However, I certainly am not advocating dispensing entirely with bacteriological work.

When we talk about holding ground meat overnight until we obtain analytical results we are up against a practical difficulty. We can make a compromise here and yet maintain most of the benefits of our ideal program. Assuming for the moment that we maintain our full sampling program, we can substitute quick analytical methods for the standard procedures.

Moisture, for example, can be determined nicely by a high speed oven method which takes about 30 minutes. Moisture can also be determined by distilling a weighed sample with capryl alcohol. In this case the volume of water is read directly from the receiver. Fat can be determined on the remaining material using a Steinlite tester. In fact, if you have a reasonably reliable value for moisture, fat and protein can be estimated. The type of material will, however, have to be given careful consideration.

It would be best to develop your own figures for each ingredient by lab work. So far we have not lost much. Such a program would be a good one and, in some cases, would be economical. It is the type of program I would like to see go into industry, but I question whether I would have much chance of getting someone to try it. Perhaps if they would try the program I am going to talk about today, it might eventually work into an undertaking of greater magnitude.

SIMPLIFY SAMPLING? If the program is still too



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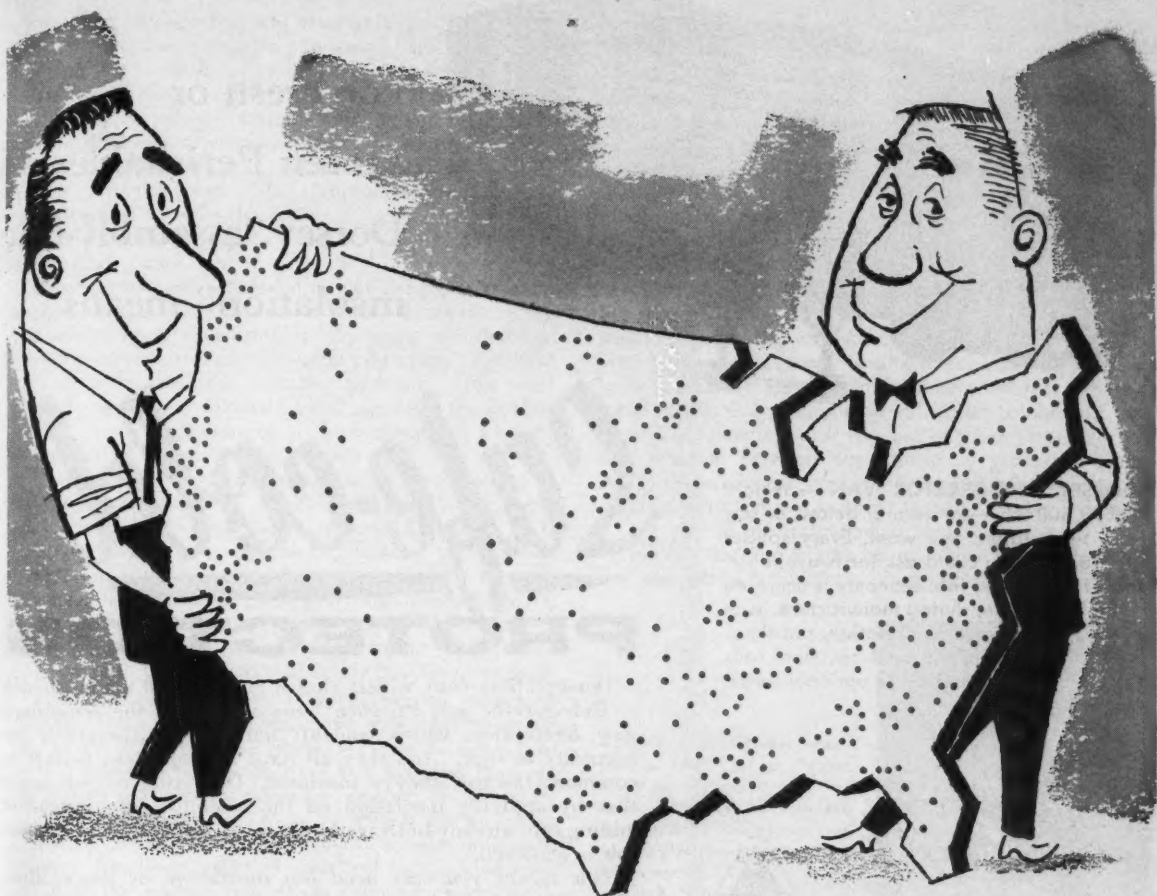
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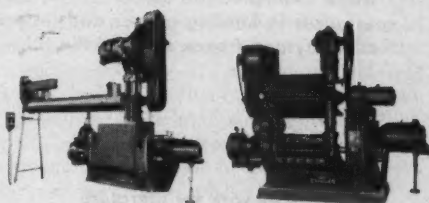
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costly, then the sampling will have to be simplified. This means taking fewer samples. You would no longer have a sample representing every lot of raw material.

This really hurts, for as you reduce the number of samples, or the quality of your sampling, you can quickly reach a point where you are wasting your time in attempting to carry out analytical work on the raw material. This is particularly true if you compromise your sampling procedures. Certainly the lesser of the two evils is to take fewer samples and do a good sampling job on the ones you do take.

Other approaches, which we do not like either, include analysis of the finished product alone. However, when you analyze the finished product it is quite true that you have gained an extremely important advantage. You have virtually eliminated the sampling problem. After meat has been through a chopper a small sample of the finished product, or a small amount of the emulsion, is a pretty representative sample of the ingredients.

Every approach we have talked about so far seems to be somewhat impractical. I would like to talk now about an approach that might work in a small plant. As I mentioned, when you analyze the finished product you have made your sampling problem easy. It is obvious, however, that whatever your analytical results show, it is too late to do anything about the lot of product in question. It is not too late, however, to use the information gained in the production of future batches of sausage.

FOR SMALL PLANTS: I would like to suggest a program which is quite a compromise with what we would like to see done, but one which will provide some help to the operating people, and yet is a program that can be carried out with a minimum amount of laboratory work. Specifically I would like to suggest setting up an organized program to analyze regularly samples of finished product, with every piece of analytical data related back to all of the original ingredients from which the product was manufactured.

Since the original ingredients are now part of the product and no longer exist as individual materials, the analytical data can be related back to the starting materials in only two ways.

The first and more important way is in the mind's eye of the man who made the product and saw the starting materials.

A second way of relating the results back is to take scientifically sound samples of the ingredients for a specific batch and samples of the finished product and make laboratory analyses of both. This latter method should certainly be carried out to a limited extent on at least a few samples per week, but such a plan would bog down if too much should be attempted because of the large expenditure of effort required in obtaining lab samples of the raw material that are representative enough to be worth anything.

This means that unless we can afford to have a chemist and the other people involved in doing a good sample job, we must depend on the mind's eye of the sausage department foreman or the sausage maker who saw the original raw materials.

EDUCATE JUDGMENT: What I am saying is that analytical results should be used to educate the judgment of responsible sausage department personnel. The person actually involved in inspecting the raw materials and in making the product should know exactly which lot of product each test sample came from and should receive a report of the results as soon as the lab can possibly supply it to him. That means getting the results the day after the product was made and not later.

In this way the sausage maker can learn to make a

rather accurate visual judgment of the fat and lean content of various types of raw material. By having a continuous check on his judgment he can develop confidence in his judgment and, at the same time, can understand the limitations of his visual judgment.

Adherence to a rigid formula would be an ideal quality control measure if all beef raw material and all pork trimmings of a given type analyzed the same. As a matter of fact we all know that they do not. It is not at all uncommon to find a 10 per cent difference by analysis for fat in pork trimmings that are supposed to be 50 per cent trimmable lean. If the sausage producer develops his own trimmings he can by the means we have suggested improve the consistency of the material he works with by good supervisory control of the cutting operation.

He should be able to obtain more consistent raw material in this way than you would expect to obtain if you purchased trimmings or if you had an overzealous competitive situation between departments in your own plant. Again the analytical work we have suggested can be related back to the raw material to help develop judgment on the part of the cutting supervisors.

Sausage making is still an art since the chemists do not understand many of the physical-chemical phenomena



ROBERT L. REDFEARN, chairman of the board at Pioneer Provision Co., Atlanta, Ga., takes a moment to scan the latest USDA teletype news report in the convention lobby. Wire reports of this type are available through NIMPA to packers in certain areas.

involved. For example, how is fat held in a sausage emulsion? What is involved in sausage skin formation? Some progress has been made in recent years on the chemistry of color development, though there is yet much to be learned in this area.

Since we really do not know what we are doing when we are manufacturing sausage—from a chemical point of view, that is—we feel it is essential to adhere to rigid formulas and processing schedules that have been worked out by tests and that have an inherent margin of safety. If specific processing schedules are needed for different sizes and grades of product, use them. We feel that a few formulas and processing schedules can be worked out that will meet the economic problem of varying the relationship of the quantity of beef to pork used in the formula, as the beef-pork price relationship changes.

ADJUSTMENTS: It appears that you should have rigid formulas, but that the person familiar with the analytical results on the finished product should make adjustments if it appears to him that the raw material is not standard insofar as fat content is concerned. He should not only have the authority to do this, he should also have the responsibility to do it.

We think that he will have the judgment and confidence to make such a decision if the type of analytical program that we are suggesting is used. If, for example,

the sausage maker has on hand trimmings that are supposed to be 50 per cent lean, and his educated judgment tells him they are only 40 per cent lean, he certainly is not controlling quality by blindly using the trimmings as 50 per cent lean. Often, I might say, it also works the other way. Often you will have materials higher in lean and lower in fat, so you can save money.

He should be expected to make the correction by adding a compensating amount of lean trimmings. I want to reemphasize that ideally this judgment would be made on the basis of chemical analysis. The approach I am taking today is the approach that might be used in smaller plants in the near future. The least that can be done is to educate the sausage maker's judgment by giving him full opportunity to study analytical results.

There is one important advantage to the use of good human judgment here that I have not brought out. That is the fact that 100 per cent of the raw material used can be subject to control. This is virtually impossible, however desirable, with direct laboratory control.

PROCESS CONTROL: Control of the formula is necessary, but this is not enough; the processing operations should also be under rigid control. It would be of little use to control the amount of water incorporated in the formula as ice, if the shrink during processing varied widely. In fact, unless you can maintain reasonably constant product shrink during processing, the rest of the program we have suggested will break down.

I am laboring this point of process control because good process control will largely eliminate one of the most serious quality pitfalls the sausage maker encounters. This is the deleterious effect of reworked product on quality.

If we have wieners that peel badly, or that are badly fattened out, or if we have bologna with large gelatin pockets, this product cannot be sold as standard and yet it cannot be tanked because of the cost of the material. Generally the only alternative is to rework it back into new product. Since it can only be used in small amounts in new product this means that perhaps ten to twenty times as much new sausage must be downgraded to get rid of your defective product. There is only one answer to the rework problem, and that is do not produce sausage requiring rework in the first place.

The quality factors of greatest importance to the consumer include color, flavor, texture, neatness of packaging and keeping quality. I think that most producers will accept the concept that manufacturing a product of consistent quality is as important, if not more important, than producing a product of a high absolute quality level.

Because of practical time limitations, and because meat color has been a research interest of mine, I would like to limit my discussion to the question of control of color.

COLOR: If all other factors are held under reasonably good control during production, the final internal and external color of sausage products is largely dependent on the formula. This is due to the fact that the amount of myoglobin present is quite limited.

Except for hearts and melts, myoglobin is found in quantity only in the lean skeletal muscle. The concentration of myoglobin in beef muscle is considerably higher than in pork muscle. During the chopping operation, due to the oxidizing effect of the sodium nitrite and the incorporated oxygen, all of the myoglobin is converted to the undesirable brown metmyoglobin.

This undesirable pigment has its iron in the oxidized or ferric form. It is necessary during the processing operation to convert this undesirable pigment from the oxidized form to the reduced form in order to convert it into the desired red pigment of cured meat, nitric oxide myoglobin, or to the equivalent cooked cured meat pigment which



AUDIENCE crowds around a demonstration of vacuum silent cutter.

is called denatured globin nitric oxide myohemochrome.

Chemically speaking, reduction is just the reverse of oxidation. This desirable chemical change is brought about by chemical reducing activities.

It has recently been established that the sulfhydryl groups of protein that become available for chemical reaction on heating protein are responsible for this chemical reducing activity. Complete reduction of the pigment to the desired nitric oxide myoglobin form can be achieved by heating alone.

There are several ways of supplementing this heat produced reducing activity if it is desired to reduce the heating time. The product can be held before smoking for a period of hours. In this case some biological reducing activity is produced by the enzyme systems surviving in the meat. The use of ascorbic acid or sodium ascorbate has now become a widely used method of supplementing this heat-produced chemical reducing activity to decrease smokehouse time.

Whether you use ascorbate or not it is not a difficult problem to set up your operating procedures always to provide sufficient chemical reducing activity to convert all pigment to the red nitric oxide myoglobin with safety.

Then, since this is easily possible, the problem of color control goes right back to control of the formula. The final internal color and, to a large extent, the external color, will simply depend on how much myoglobin is present. The less lean tissue in the product, the lighter will be the color. Since the concentration of myoglobin is much higher in beef than it is in pork, increasing the pork content and decreasing the beef content will produce a lighter colored product. If you do not wish to accept large variations in the color of your product then you simply cannot make violent changes in your formulas as the ratio of beef and pork prices shift.

To achieve good control of surface color, in addition to requiring control of the amount of pigment present in the final product, good control of the smoke density in the house and control of the smoking procedure is required.

To sum up the picture there are some very knotty problems to be encountered in doing a quality control job in sausage operations. Rather than try to meet such irresistible obstacles head on as are found in the raw ingredient sampling problem, it might be preferable to depend to some extent on the educated judgment of the responsible sausage department personnel for adjustment of the formula to meet an established standard formula. Analytical data should be used primarily as an educational tool for these responsible operating people.

I would like to reiterate that any real quality control must be accomplished prior to or during the actual manufacturing operations.



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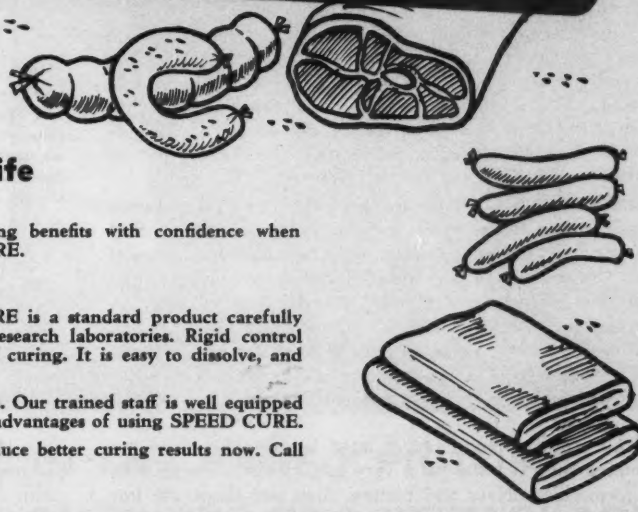
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SAUSAGE

Sausage is a Good Many Things to Different People

THE title of "Sausage—What is it?" suggested by Dr. Morse, has proved to be a most provocative theme. However, my discussion today may expand at times to include "how" and "why."

Sausage in the generic sense is so broad in scope that the allotted time could be used only in reciting the names of various sausage items. In its most narrow definition sausage may refer to fresh pork sausage or frankfurters.

For convenience, "sausage" may be divided into two major classes:

- (1) Fresh sausage.
- (2) Cured sausage.

Cured sausage may be further split into two sub-classes or groups: a) Dry sausage and b) Cooked sausage.

In some areas, only fresh sausage is "sausage," and all other sausage products are identified by names such as wieners, bologna, etc.

Cured dry sausage is the "ne plus ultra" of the sausage trade. Frequently the dry sausage maker has the soul of an artist and the skill of a surgeon. Dry sausage is a specialty item that is highly prized by some segments of our population. An increasing demand for this type of product is occurring as a result of prepackaging and consumer education.

Cured cooked sausage is the group that includes such items as wieners and bologna. This group includes the largest number of types and an almost unbelievable amount of this sausage is produced in the United States. I shall dwell on this group of sausage in today's discussion in somewhat greater detail than the other types of sausage which are not so well known.

CONSUMER'S VIEW: In checking with representative consumers of frankfurters, such as the housewife, we find the concept of what a sausage is to be somewhat different than the concept of the sausage producer. Sausage to the consumer is an item of extreme adaptability. Sausage can be readily used for lunch, for supper, and for snacks in a variety of ways. The consumer is interested in the economy of sausage. The color, flavor and texture of the sausage become readily associated with brand name by the consumer.

The sausage manufacturer must acquire the means to produce, and at times on a very large scale, sausage with uniform color, flavor and texture. Size and shape are important factors to be considered from the standpoint of consumer acceptance and from the operational standpoint of manufacture. The sausage must also have good shelf-life or stability.

In the case of frankfurters, a description would be as follows:

Color, pale orange to light brown to dark red.

Flavor, bland spicy taste to a hot sharp peppery flavor.

Texture, soft or tender to chewy.

Shape, a cylinder with somewhat rounded ends.

Size, approximately $\frac{3}{4}$ to 1 inch in diameter and 5 to 6 inches in length.



► Warren Tauber of Visking Company tells how consumer, producer, scientist and others look at sausage and suggests how their ideas and wishes can be pooled in making a product desirable for everybody.

These five factors essentially give the sensory description of a frankfurter and are the criteria used by the purchaser of a frankfurter.

In the manufacture, we must consider the selection of the raw material; the processing and handling of these materials are all balanced so as to produce an item with the sensory factors described.

BASIC EMULSION: The basic sausage emulsion is a complex mixture of beef, pork, ice, salt, spices and curing salts. Other materials such as chemical additives, cereals and protein-binders may be used in preparing the sausage emulsion.

However, it is my feeling, and that of many other people in the trade, that sausage can be made simply from pork and beef, the curing salts and ice and spice. You do



"HAVE A HOT DOG," says pretty Alice Davis, who offered very willing conventioners appetizing frankfurts and smiles, courtesy of First Spice Mixing Co., New York.

not need these other materials. You may need them for yield, but we are not going to give too much consideration to that factor in this discussion.

Suitably prepared emulsions are stuffed into selected casings so as to achieve the proper shaping and sizing needed for the particular frankfurter. The encased product is heated and smoked to coagulate or set the meat. The formed sausage is chilled, the casing is removed by peeling and the peeled product packaged and shipped to the consumer.

On the basis of these overall operations within the sausage business, sausage becomes a most versatile or variegated item.

To top management, sausage becomes a notation in-

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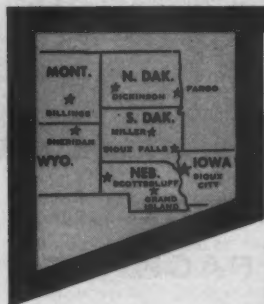
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SIoux CITY

DRESSED BEEF, Inc.

dicating pounds produced in relation to pounds sold.

To the plant superintendent, sausage becomes pounds of raw material and pounds of sausage produced with specified man-hours of labor and with specified amounts of operating cost.

To the plant engineer, and here I am thinking of the man who is concerned with the overall handling of the sausage, it may mean simply the expenditure of heat and energy. The meat mass is chilled by the extraction

HIGH quality art work in outdoor advertising posters is pointed out to audience by C. E. Fessel, Fessel/Siegfried, Inc., Louisville, Ky., who said that basic advertising designs permitted company name and specific messages to be added later.



of heat, then later reheated to coagulate the sausage mass and to pasteurize or sterilize the solid mass. Finally, the mass is chilled again. The process entails the removal of heat, the addition of heat and, finally, the removal of heat again. This would essentially be of interest to the engineer.

To the bacteriologist, sausage is a specialized medium for the growth of organisms such as bacteria, yeast and molds. Variations in the sausage simply affect the type of organism and its rate of growth.

To the chemist, sausage is a complex mixture of protein, moisture, fat and salt, handled in such a manner so as to give a fluid emulsion. This fluid emulsion, on heating to a prescribed temperature level, solidifies. The sausage mass develops color, flavor, texture, and a protective surface as a result of the rate of heating, the nature of the emulsion composition and the shape and size of the processed meat units.

As you can see, with an item of this nature, whether you are working on the proteins of the lens of the eye, as Dr. Morse mentioned to you that I once did, or whether you are working on the proteins of meat re-



WHICH DELICACY TO CHOOSE next seems to be the immediate problem of these conventioners snacking from sausage-laden table.



A SHOT of speakers' table at sausage session shows Dr. Roy E. Morse, food technology department, Rutgers University, speaking, flanked by Ed Ellies (left), vice president, Tee-Pak, Inc., Chicago, and John Krauss, president, John Krauss, Inc., Jamaica, N. Y.

lated to the formation of sausage, the fundamental principles are the same; they simply indicate the very wide scope that comes about from proper training in the field of science.

In summary, sausage has a broad generic meaning. It has different meanings to different individuals depending on their background and point of view. To establish order from such a complex item, all the views need to be considered.

To develop specificity in sausage and obtain a finished product that is satisfactory from the standpoint of color, flavor, texture, shape and size, many controls on formulation, processing, and handling are needed. It should be emphasized that shape and size are more easily controlled than are color, flavor and texture. Shape and size are easily measured and defined, so good control is possible.

The factors responsible for color, flavor and texture in sausage are complex and difficult to measure. Therefore, frequently these factors are most difficult to control. Better methods of measurement for color, flavor and texture in sausage would be of considerable value to the meat industry.

In many instances today, each and every batch of sausage is an experiment by the sausage maker.

A step in the right direction is to make good use of modern technology to define your existing operations in terms of basic fundamentals. These basic principles of operation are few in number, yet most powerful in action.

A well-controlled and defined operation rarely gets out of balance and can readily be placed into balance if any of the operating steps fails to perform satisfactorily. Remedies for failing operations are poor second choices for solutions which are arrived at through understanding and by testing.



VIEW OF an audience with all eyes glued on the speaker: a typical sight in this year's large, well-filled convention meeting rooms.

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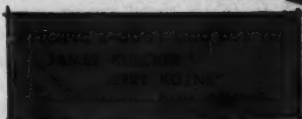
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SAUSAGE

Have You a Trained Food Technologist in Your Plant?

AS we think about the things that are going on, I believe we will all agree that the world is getting pretty complicated. We have Sputniks, Mutniks, and Metniks, and everything else that comes into the picture.

When you try to take all of these complicated things into the picture for yourself, as the executive, administrator, president or director of your company, you begin to wonder what you are going to do as the world gets much more complicated. Are you going to be able to keep up with the technical knowledge, the sales knowledge and all of the other factors that are involved in getting your product into the market?

Then you have the thousands of other items about which Mr. Ellies and Mr. Krauss talked, such as your competition—whether it is meat or not. There is still only so much capacity in the stomach, and if the filling does not happen to be sausage, it is going to be something else, so it had better be sausage if you are going to stay in business.

As Mr. Krauss pointed out, you must improve your product. All the other food products that are being produced are being improved, and you must improve yours or you are going to have some difficulties with the competition around you.

Improvement of your product is a little bit difficult for a man who knows how to make sausage. He knows how to make it, and he is sure he knows how. You pay him for making it, but improving it very frequently is the hardest job in the world for him, because he knows little else other than that product.

In training young people in the food science field, who are coming along and ultimately will take your place, we do not train them to make sausage. Why? Because I do not know whether we know how to make sausage. I am not sure that if we taught them how to make sausage, it would ever be made again in the same manner if they went to work for you.

FUNDAMENTALS TAUGHT: What we are trying to do is teach them some of the fundamentals—basic chemistry, physics, microchemistry, mathematics and engineering. These fundamental principles apply whether it is sausage, another food or clothing that is being produced. The fundamental laws of nature apply to whatever material may be involved. We try to teach these young people the fundamental laws.

Then, ultimately, it is up to the industry to train them in the manufacture of sausage and other products as you want them. However, they do understand the principles better and improvements can be made.

For example, we take our food technology students after they have become seniors. They have had the basic fundamental training in the sciences. We will take them through—and I will use two examples of what we did last year—a gin plant. It is safe. They cannot give gin away.

After going through the plant, the student understands what happens in the manufacture of gin. He knows the



► Dr. Walter MacIinn of Rutgers University tells packers that technology graduates, trained in science and food industry practices, can help in solving many problems of production and distribution.

chemical engineering unit operations and unit process procedures involved.

About a couple of weeks later we go through a cake mix manufacturing and packaging plant. They see the sequence of unit operations and processes.

During last year's visit, the manager of the cake mixing plant said he had a problem, and that maybe the students could help him solve it. Students were able to suggest an answer because the gin plant had solved the problem. The manager could not understand how gin was going to give him an answer on cake mix, but it did.

The same idea applies in the case of sausage making as compared to spaghetti making; there have been problems in the sausage plant that have been solved by the spaghetti maker. A person who understands the basic principles and laws is able to solve the problems.

The answer is the same in connection with the development of new products and procedures. In this competitive world you must have someone who can think in broad principles to help you with individual situations.

I heard a person come in and say, "My sausage is browning. What causes that?"

ANSWER FOUND BUT LOST: Well, it could be a hundred or a thousand things. Usually, when the manager or owner of a plant has a problem of greening or browning, he goes through and slashes the devil out of everything and turns the place upside down, trying to get at the problem. He usually winds up by licking it, but he cannot go back and say, this is the thing that caused it, because he has done so many things that he does not know where the answer to the problem lies. So, on recurrence he has to do the whole thing all over again.

If you bring in a person who has fundamental knowledge of basic principles he can narrow down the range and soon earn his salary by picking out the point where the trouble has occurred.

It takes a little time. The technologist is not going to solve all the problems the first week he is with you. You must teach him as you teach your own child at home. If you will take these people who are fundamentally sound and train them, and give them a little of the knowledge that you have, they will then repay you by helping to solve some of the problems.

It would be worthwhile for you to think as you listen to the speakers today, "Do I understand what they are talking about, and can I put it into actuality?"

These men carry on research. They solve problems and they have answers in technical form, but when you get through, can you handle the technical answers, or should you have someone to help you handle them and make them a reality.

You are selling sausage. I am selling students. We would like to sell you on the concept that these young people can be useful to you. Perhaps then you would not have the problem of educating the consumer, because she would flock to your door for better products.

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*Photos courtesy of French Brothers Beef Company, Inc., Hookset, N. H.

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ACCOUNTING

NIMPA Accounting Group Names Officers, Makes Plans

CLETUS ELSEN: Yesterday we had a board of directors meeting of the NIMPA Accounting Conference. We elected Ed Wilson as a director for the eastern division. He will serve for a two-year term. We elected John Stephen to serve as a director for one year from the division.

From the central division, we reelected Jim Connolly of Reliable Packing Co. to serve for a two-year term, and Charles Wallace, Schmidt Provision Co., Toledo, Ohio, to serve for a one-year term.

From the southern division, we reelected A. C. Bruner, East Tennessee Packing Co., to serve a two-year term.

From the midwest division, Ernie Ganter, who is doing an excellent job there, was reelected to serve for a two-year term.

From the southwestern division, Karl Drowatsky was elected to serve for a two-year term and Bill Graham, Oklahoma Packing Co., was elected for one year.

One advantage of belonging to the NIMPA Accounting Conference is the opportunity it affords to meet with your fellow accountants in these regional divisions. We want to get more and more people interested and get them to participate.

Since I have been very active in this project during the past few years, I thought that I would bow out gracefully and put other people to work and get new blood in the organization. However, the directors did not go along with this idea, and insisted that if I retired as president, that I should be elected chairman of the board. They took such action and elected Jack Carney of Weiland Packing Co. as president of the organization for the coming year. John Byron has been elected vice president.

During the past year, NIMPA has sponsored the organization and we have had no dues. We wanted to see what cooperation we could get.

During this period NIMPA has incurred quite a bit of expense. We feel that while NIMPA is willing to subsidize some of this work in the future, that it is advisable to help defray some of these costs, and that we should have annual dues of \$10 for NIMPA members.



► President Cletus Elsen says Accounting Conference will make more surveys and invites participation by all meat packers.

We are not limiting membership in this organization to companies who are members of NIMPA. In fact, we would like to encourage members from outside NIMPA, so long as they are in the meat packing industry. We are quite pleased that other companies, such as Oscar Mayer & Co., The Cudahy Packing Co., and others have members who have joined the organization.

During the coming year we are going to carry on more cost surveys. While we have not mentioned the fact, we are gradually accumulating a library on labor productivity in conjunction with the costs surveys. This information can be very valuable to NIMPA participants.

We plan to make a cost survey on hog killing and cutting and get data on production per man per hour. In addition, we are definitely committed to making a cost survey on packaging lard. There will probably be more.

I would like to invite every member of NIMPA, and every concern represented here, to send in their applications for conference membership to NIMPA headquarters, and also to participate in the regional conferences which we have been holding.

A. C. BRUNER: Our board of directors discussed another program that would require some time to work up and would have to have the support and interest of many of our firms. However, it can be a worthwhile project.

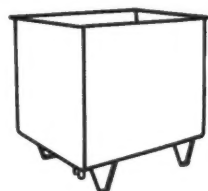
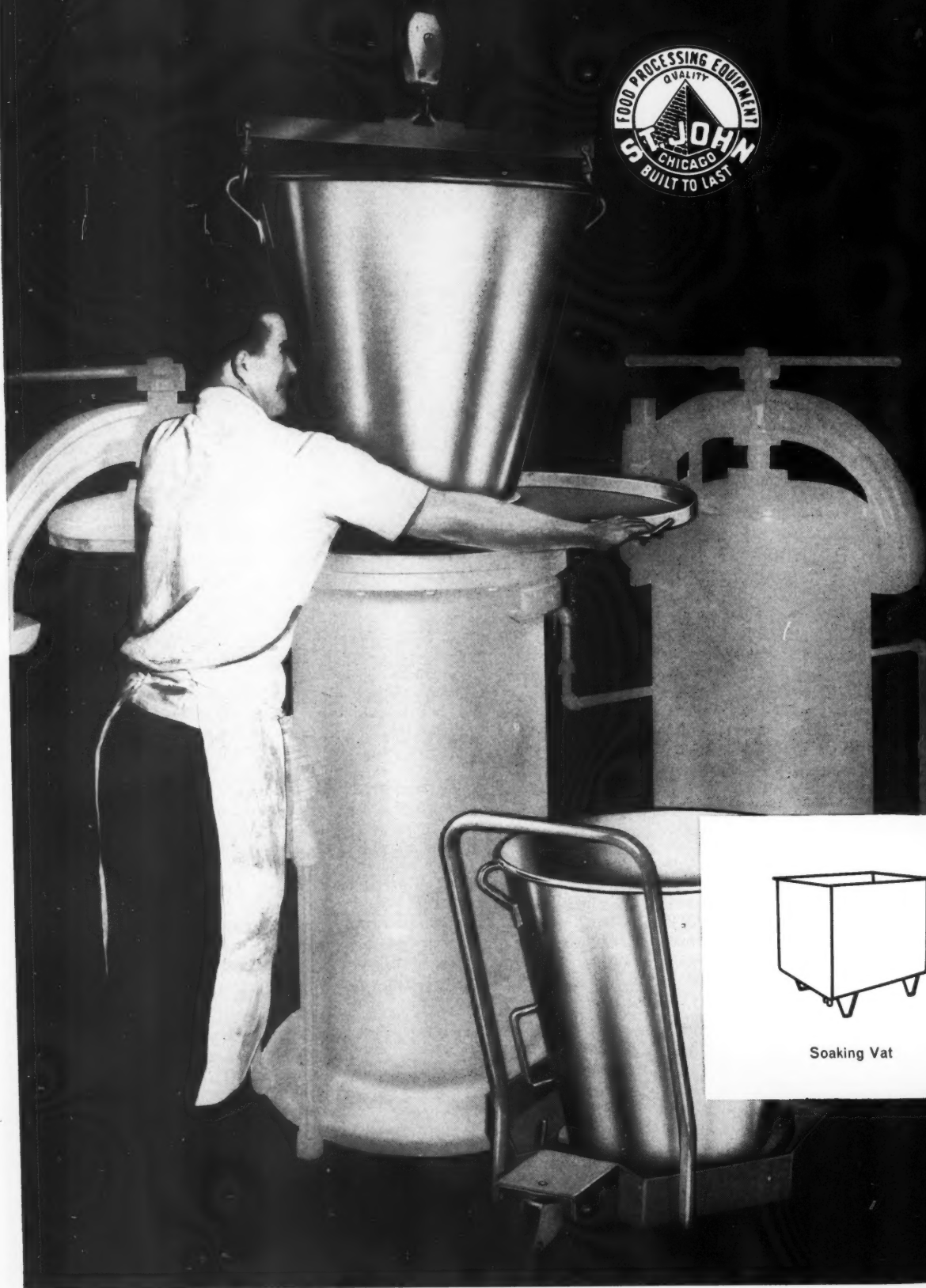
We can study accounting, and we can put out a manual, but the problems that plant accounting people face, and the training that they need to put our principles into effect, frequently require skilled help and advice.

Whether we accomplish what we are considering is going to depend on whether you want it or not. The proposed plan calls for employing somebody who is capable of supervising and installing cost systems in our meat packing plants—in other words, retaining somebody who knows as much about cost accounting in meat packing plants as Fred Sharpe knows about selling.

Such a service would have to be performed on a self-sustaining basis, just as Fred Sharpe's is. It all depends on you. We intend to make a survey later on to see whether you want it. Jack Carney and Cletus Elsen will be glad to have your views.

PANEL OF REPRESENTATIVES from office business machine companies who gave audience a view of the present and glimpse of the future included: N. G. Ganakos, National Cash Register; Garol Gaylor, Underwood; P. B. Smith, Remington Rand; J. D. Field, Burroughs, and Allen Bibby, International Business Machines Corporation.





Soaking Vat

Another St. John Work-Simplification Plan

Full automation in a packing plant is wonderful — but unless you're planning a complete new plant, it is probably highly impractical.

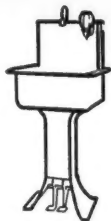
St. John engineers understand this. That is why the St. John approach to modernization consists of achieving savings through practical work simplification. Ingenious short-cuts often mean tremendous savings in production—and a better end product.

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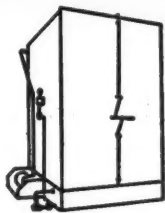
material and labor savings at just one point—the sausage stuffer. St. John engineers have found many ways to work this bucket into production lines. They can do it for you.

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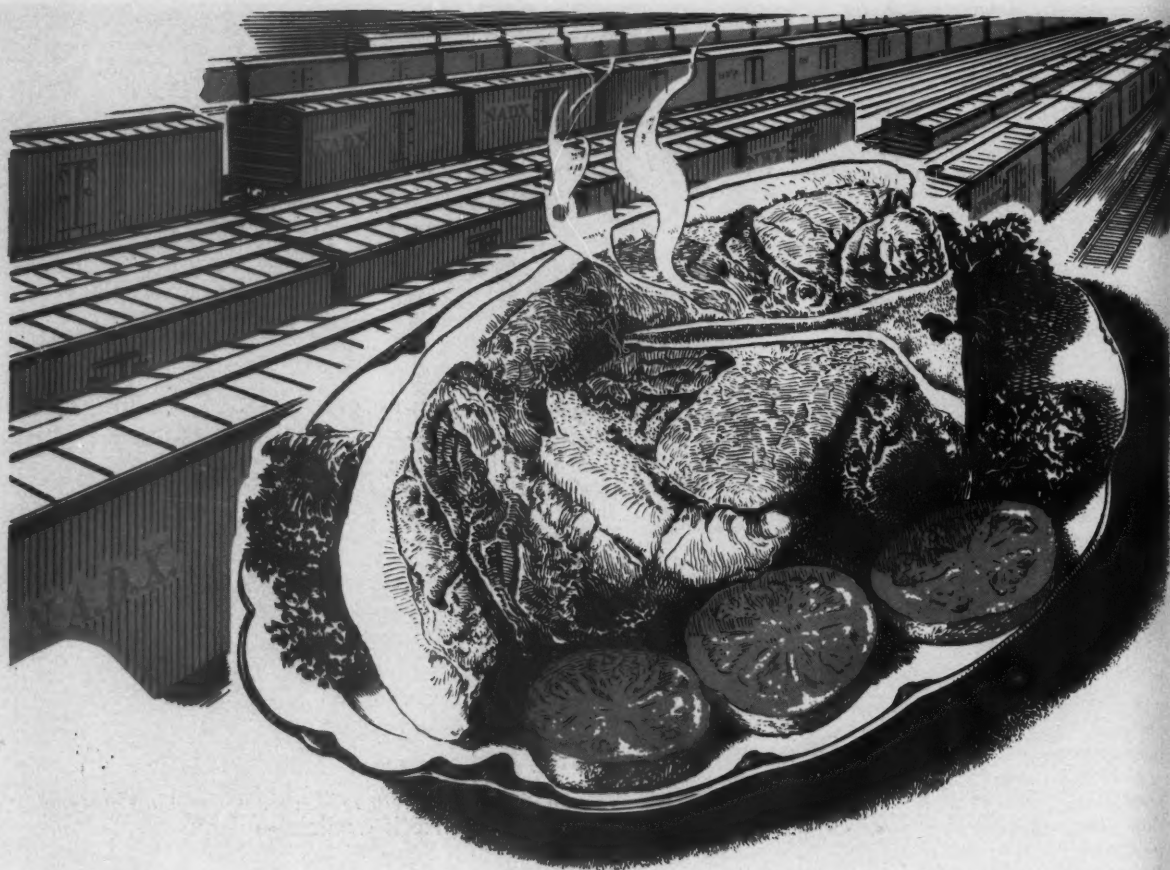
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ACCOUNTING

Check Your Costs Against The NIMPA Surveys—Then Act

MANY of you are accountants. You all believe in your figures, and I believe in my figures, but if top management does not really believe what you are bringing into them, then you are a dead pigeon. Sometimes I think it is not necessary to bring a group of accountants together and try to sell them on sound principles of cost accounting, because all of you believe in them. What I am trying to tell you this morning is that you have got to go out and sell your top management—the fellows that can do something about it. If you do not sell them, you are dead.

I am fortunate in that I do not have to sell my top management. They were sold before I went to work for them.

I am to discuss with you this morning the cost surveys that we have made in NIMPA. We believe that compiling these figures was a tremendous accomplishment. Some of you may not be familiar with the background on these things.

A year ago we formed the NIMPA Accounting Conference and we started to give a service to the membership. One of the services was an analysis of the cost of producing various items. We started out with a sliced bacon survey. As I recall, we sent these questionnaires to the entire NIMPA membership, and we got back about 27 answers.

We sent those figures into the national office and they were compiled and sent out. Some of them were weird. However, everybody who participated in that program—who was interested enough to send in the figures for his own plant—benefited by the results from other plants.

The actual figures reported in these cost surveys are not the most important thing. The most important aspect of the entire cost accounting survey lies in the relationship that these figures bear to each other. In other words, if you have a delivery cost of \$1, and the other packer has a cost of \$10—and believe me, we have had that kind of

► Jack Carney of Weiland Packing Co., new president of NIMPA Accounting Conference, points out some of the values to be found in cost surveys.

variation—it means that somebody is not following sound accounting principles.

After the sliced bacon study we went into the ham survey and we got a better response. Something like 50 or 60 companies responded in the ham cost survey. Then we embarked on the frankfurt cost survey, and we received a flood of replies.

I want to make it clear that this project has snowballed. Packers have lived in a vacuum for a lot of years. I admired the Ford man who spoke last fall at the AMI convention. He said that he had never seen an industry that had so many secrets. The only thing about the secrets that impressed him was that the fellow who was guarding a secret the closest was probably the fellow who had been passed by his neighbor next door. The very thing that he was guarding had been made obsolete by his more progressive neighbor. In our Conference, we are learning to share information with one another. The wider the participation in these cost surveys, the more information we will have.

You could take ten people and get an analysis of what they are doing, but you do not have a cross-section of the industry. However, by getting the participation of all you people, we can find out what we are doing.

When these cost surveys come in, my boss, Franklin Weiland, wants me to draw a red line under our identifying number. Nobody can take a look at one of these surveys and tell specifically who participated. However, we do know our own numbers. If it costs us \$9 to do something, and costs the other fellow \$7—why? Then we go out to the plant and find out why.

I heard a fellow from St. Louis talking the other day. He said that when he took a look at the cost of packaging his sliced bacon, he went out into the plant to find out how he could have obtained such ridiculous figures. He found that the figures were not ridiculous. It was costing

THE CHEMISE may have been the topic of discussion at ladies' Sunday afternoon tea in Crystal Room, but ladies interrupted conversation long enough to pose for NP photographer. Social event for distaff side took place while men were attending meeting of state associations. A number of the packers' wives also took advantage of opportunity to see matinee of musical comedy, "My Fair Lady," on Saturday.



him that much. He then brought his figures back into line—not with what is normal, but at least he is competing with his neighbors.

I want to impress upon you the value of analyzing these costs as they come to you. The figures themselves are no good unless somebody takes action on them. We had a fellow over at the eastern meeting about a month ago from Oscar Mayer and Co. to tell us how his company uses its cost figures. The thing that impressed me most about Bill Shannon was that he said repeatedly, "When we look at these figures, we see where there is need for immediate executive action."

Many accountants can look at a set of figures and know that something should be done, but selling your boss



FIRST TRIP to Chicago held much interest for Mrs. Fred Baker (left), whose husband is with Gooch Packing Co., Abilene, Tex. In addition to seeing city's points of interest, she realized long-time ambition to appear on "Breakfast Club" program over Station WLS. Here, Mrs. Baker discusses brochure from convention exhibit hall with Betty Stevens, the associate editor of The National Provisioner.

that "immediate executive action" is needed is something else. The best set of figures in the world will not do you any good unless somebody acts on them.

That is where the meat packing industry has dragged behind. I came out of the steel fabrication industry. I was appalled when I came into this industry to see how much information there was available and how little action was taken. When you look at Oscar Mayer's statement next time, and you wonder how they do it, remember they take "immediate executive action."

There is one point in connection with these surveys that I want to cover—a question that does not come up very often, but we have been including it in the last two or three surveys. It is the point of including interest on the investment in your costs.

We know all about our direct costs. We know it costs so much for cellophane, and so much for direct labor, but one factor that we miss altogether is the cost of our money. The recent surveys include this question: "Do you include interest on your investment?" This was the point that struck me the hardest. So many people said, "No, we do not include interest on our investment as part of our costs."

Suppose we have a fellow who has \$100,000 of a bank's money in his business. On his statement he includes 5 per cent, or whatever interest he is paying for that money. Let's say it is costing him \$5,000 a year. The fellow down the street has \$50,000 of his own money and uses \$50,000 of the bank's money. He is paying \$2,500 to the bank. Then we have one of those rare packers who has his own money, and he has \$100,000 working in the business. It is all his, and he charges

nothing on his investment. The fellow who has \$100,000 of his own money in there is going to be making \$5,000 less than the fellow who has all of the bank's money in there, merely because he does not include it in his costs.

When you go out to your sales manager and say that a product costs so much, you have all your direct and indirect expenses in the cost. You tell the sales manager, "Get the money back," and he goes out and gets it. If your neighbor down the street goes out and recovers all of his costs, and he includes the interest on his investment, then he is making more money than you.

Nobody wants to invest his capital with no return. You should not wait until the end of the year to find out whether you made money or lost it, or whether one cigar box is more full than the other cigar box. The time to put the cost in the price is when you incur the cost. Everyone's product cost sheets should include the item, "Return on investment." It is just as much a part of your costs as is direct labor. You are silly if you do not go out and get it.

One more thing I would like to mention is that, as we go over these cost surveys, many of us are prone to look at the high costs. When we see our neighbor is operating at a cost of \$7 on an item, we will say, "Gee, that is high. We are operating for \$5 ourselves. I guess we are really doing very well."

We do not necessarily have to think we are doing a really good job because our neighbor is doing something for \$3, and we are doing it for \$1.25. We should look at the distribution of our costs to find out whether it is possible.

I look at some of these things, and see some of the low costs reported, and know that they are absolutely impossible. The impossible low costs belong to the fellow down the street who doesn't know what he is doing, and who is under-selling you. You have an item that costs \$35 a cwt. Your competitor says he is able to do it for \$31 a cwt. You know that he cannot produce it for that figure, but you cannot convince him unless you spread the gospel of what we are trying to do now.

That is the biggest reason why the NIMPA Accounting Conference was not formed for NIMPA members only. It was formed for everybody who is interested in costs. We are particularly interested in the fellows down the street. If the fellow down the street is charging \$1 for labor, and you know that it costs him \$5 for labor, it hurts both of you.

I was asked to go over these cost surveys and I could ramble on for hours about the way that these figures should be analyzed and the help they can give you. The subject is not something that you can condense into a capsule for ease in presentation and digestion.



SERIOUS-LOOKING FACES, intent on what's being said by scientists and merchandisers, were much in evidence at sausage session.

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ACCOUNTING

Below-Cost Sellers Must Be Taught Since They Hurt All

H. L. ROTHRA: Good morning, ladies and gentlemen. Jack Carney and I both entered this industry through the same backdoor about the same time—both from engineering in the metal working trade.

The first time I went into a packing plant was about 13 years ago. I was horrified then. The last time I was in a packing plant was five days ago, and I was still horrified.

If I am going to add anything this morning, it will not be in batting or fielding anybody's accounting problems. I do not know anything about them. I will have to be pitching something here for others to bat around. Even the little pitching that I may be able to do will not be the result of any profound knowledge of the subject, but simply the result of the opportunity which my job happens to afford—opportunity to get into more plants and observe more operations in the course of a year, than most of you people have time for. That can be a liberal education in itself, but although I get into these plants, I rarely go into the front office and look over the accounting systems.

I am glad to see so many of you here today, but I am a little sorry to see who you are. There are 70 or 80 firms represented here that would have done much better to send their competitors to the meeting, even if they had to pay all the freight. This is not just true in the meat industry, but of anything that is offered, the 50 or the 100 or 150 people who show up to take advantage of it are not the ones who need it the most, but the ones who need it the least.

The very fact that you people are here at this meeting today shows that nobody on this platform needs to tell you that cost accounting and cost control are important to your business. However, there is still a big job of selling that needs to be done to convince everyone in this business that you just cannot get along without cost information today. After all, there are many times more packers and processors who are not represented in this room today than the number represented here.

That is the rub in this whole business of cost accounting—until the hundreds of firms not represented here become as aware as you people are that cost knowledge is vital, all that you can do about cost accounting and cost control is not going to help you half as much as it should. There will always be somebody who does not know what his costs are or else does not care.

HIS IGNORANCE HURTS YOU: Maybe you already know that bologna is costing you 39c a pound, but if you have somebody down the street who thinks it is only costing him 35c you are going to have a rough time getting 39c for your product.

You are all in this cost thing deep enough to know that the world's best cost accounting system is not going to guarantee you a profit. The world's best accounting system is almost worthless until you use it to control costs and not merely record them. Getting back to that 39c bologna—you know what it is costing, but that is

► H. L. Rothra of Meat Magazine suggests facts revealed in NIMPA cost surveys should be broadcast throughout the meat packing industry.

kind of a fictional figure that is going to wither before the hot breath of competition anyway. A good cost system not only tells you that it costs 39c, but it tells you how much it should cost—but then that dirty so-and-so down the street comes into the picture again.

All the time I have been calling on plants, I have found that for everybody there is some dirty so-and-so down the street underselling him. You can go on down that street, but you never find him.

I was very fortunate a few months ago; I found the fellow out on the West Coast. This processor told me the secret of his success lay in the fact that he always undersold everybody by at least 5c a pound. I have often wondered whether he is still in business. I guess he must be—there is somebody who sells that way from what everybody tells me.

It seems hard to believe that one little million-pound-a-year operator out on the West Coast has all you people in the Midwest, the South and on the Atlantic Coast selling below cost the year around. It must be that operator, because he is the only one I have run into in 13 years who sold that way.

STANDARDS: Your cost records are no good unless you use them to arrive at cost standards. If you have a good system, you can compare every one of these cost items with a standard—and not just in percentages but in dollars and cents. If you get these figures into dollars and cents, it is hard for top management to ignore them. A man can be awfully busy running a packing plant and just brush off a figure that says he was 1 per cent shy on yield or on labor last week. However, anybody who can look at a report that says 1 per cent substandard yield on ham cost him \$1,500, and can brush off that kind of a report, ought to get out of the meat business and get into a business that does not require much common sense.

Get your variations from standards into terms of dollars and cents; the boss will not brush off that kind of a report as a lot of senseless paper work!

However, before you can have any dollars and cents figures on variance, or even percentage figures, you must have standards. This brings us right to the crux of what NIMPA's accounting group is trying to do for you.

Naturally, your standards must be worked out in your own plant. It does not do you any good to know somebody else is getting 138 per cent yield on frankfurters, or somebody else has a certain labor cost on sliced bacon. You have to know what it should cost in your plant, with your formulae, your equipment and your people.

HOW SURVEYS HELP: You cannot apply your cost records against somebody else's cost standards, and that is not the purpose of these NIMPA product cost surveys. Where these survey compilations can help you, is by giving you a factor of comparison. It certainly is not going to give you any standard cost to look over this sliced bacon survey, for instance, and find that your cost

should be somewhere between \$10.02 and \$19.40 a cwt.

In fact, it is quite possible that both of those extremes represented errors, either in compilation or in reporting, by the people who submitted them. But in between those



SOUTHERN HOSPITALITY, transplanted to Chicago, is enjoyed by Frank Thompson, president, Ellis Swint, secretary-treasurer, and Harry Jones, vice president, Southern Foods, Inc., Columbus, Ga.

extremes, you find a group significantly blocked together that showed, I think it was, between \$4 and \$5.50 as their costs. There were enough of them so you know they could not all be in error.

Now, if your standard cost on this operation, worked out in your own plant on the basis of your own operation, is much higher than \$5.50 (or whatever may be the top fringe of the significantly-grouped figures), something is wrong. There is the possibility that you are charging off something to this operation that should not rightly be assessed to it. Your costs are going to be wrong when you go out and try to sell. Or maybe your efficiency is not what it ought to be, or your wage rates are higher than those in most of the country.

Anyway, if your standard cost is \$6.50, and \$5.50 is the top of the significantly-grouped figures, you had better find out whether your accounting system is lying to you or your standard cost is actually out of line.

Maybe your standard cost falls way below the significant block of figures. In that case you had better go over your own standards again. Unless you have an awfully low scale in your area, you are kidding yourself somewhere. If I were the packer who reported that \$2.10 a cwt. figure on sliced bacon, for instance, I would have a little talk with my accountant and find out who is kidding whom. If I found out that my accountant was right, that

\$2.10 was really my cost—I would take six months off and fly to Nassau.

Even if your standard cost falls right in the middle of the grouped figures of the survey, you can still go over your operation with a careful eye to see whether there is some way of getting out of the middle of that cost bracket and into the lower fringe.

I would like to suggest that the circulation of these cost surveys should not be limited to the participating packers or NIMPA members. These survey reports ought to be given the widest possible distribution throughout the meat packing industry.

It is not you people in this room who are hurting each other. You are thinking about what your costs are and trying to control them, and trying to get your money back. If you get these figures and their proper application into the hands of all the packers who are not represented here today, you are going to start a few of them thinking. Every time you get a competitor thinking about costs, you are going to have a fellow who is a little bit easier to live with. The place where these figures can do you the most good is right on the desk of that fellow down the street who does not know either what his costs are or what they should be.

There are a lot of them down the streets, even though I have only been able to find one. I do not see that fellow here today. I would not expect to find him in this kind of a meeting.

However, it was not that fellow out in California who makes it a policy to undersell everybody on everything, but a respected sausage maker who told me this a couple of years ago: his total cost on slicing and wrapping luncheon meat was 2c a pound.

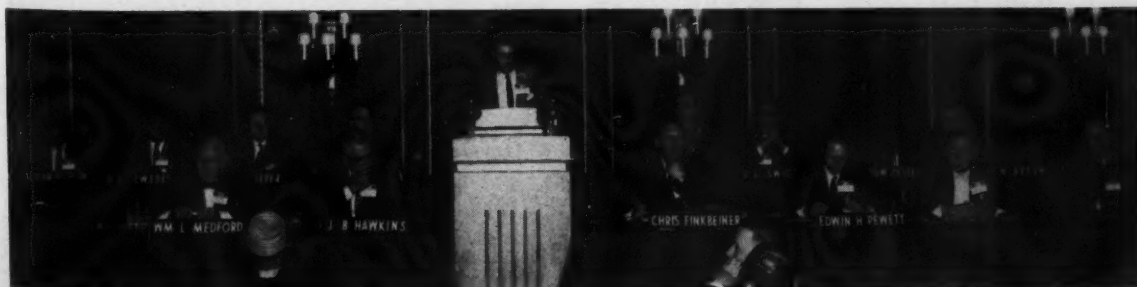
It did not require a doctor's degree to see that his supplies were costing him as least the 2c figure he was using as total cost; that his scrap was costing him about that much more, and that his labor was costing him about twice that. He was putting out eight-oz., film-wrapped packs on a die-cut backboard and had about 15 or 16 young women working around a table with all the meat being manually transferred from the slicer conveyor to the stationary table where it was wrapped.

I could not resist pointing out that there were about 20 people in the department, that they must cost about \$2,000 a week, and that the volume figure he had given me would make this come out to more than 4c a pound for labor alone.

Well, he had an answer for that, too—an answer I just could not argue with. He told me he did not have any labor cost—because all these people were working here anyway!

Believe me, if you have a competitor down the street who thinks that way, you had better get the cost surveys and all the other information you can to him. If you do not, you and he will be going hand-in-hand, over the hill to the same poorhouse.

LOOKING UP THE AISLE at speakers' table during introduction of new NIMPA officers and reports by regional vice presidents. E. W. Olszewski, American Packing Co., St. Louis, Mo., representing the Midwestern Division is speaking.



ACCOUNTING

Watch Sales and Delivery Costs, and Use More Realistic Tests

► NP editor Edward Swem makes some observations on industry cost shortcomings and the need for wider use of manual's principles.

EDWARD R. SWEM: I wish that there were a few more of you here this morning—not to hear my remarks, particularly, but to obtain the NIMPA cost survey material which has been made available to those who attend this meeting.

I believe these cost surveys should be given the widest possible circulation for the good of the whole industry.

I also wish there were a few more management officials present this morning, because I think they can learn more about the value of costs than can the cost accountants who have a pretty good realization of the worth of such facts.

You might ask why an editor is here. About the best way I can answer that is to say that a trade magazine, and its editors, may not be specialists in cost accounting, but we are specialists in observing, listening, asking questions, interpreting and reporting.

During its 67 years of existence, the *PROVISIONER* has published in tentative form many of the tests, the account breakdowns and the statements of principles by which meat industry accounting has evolved from a basis of "counting the till at the beginning and end of the year" to a much more scientific system.

Some of my observations this morning may sound a little critical, but I want to assure you that they are made in a very friendly spirit and I hope that the criticisms do not apply to too many of you here.

I started observing meat industry cost problems 26 years ago. At that time I was fortunate in working for the man who edited the first book on meat industry accounting—Howard Greer of the American Meat Institute—and in having as a fellow worker another able and well known accounting expert—Dudley Smith of the Elliott Packing Company of Duluth, who wrote the second book on packinghouse accounting.

During this period I was stationed in two packer branch houses to analyze the history of about 5,000 accounts receivable extending back over five years. I was told to find out the size of the orders bought by these retailers, whether the size of their orders grew over the years, the mortality of these retailers as accounts and businesses, and to try to determine whether a new, small-volume buyer of one year grew into a big-volume customer a year or two later.

BELOW-COST CUSTOMERS: I will not burden you with a recital of the results of this economic study except to say that I came to the personal conclusion that these two packers—and I believe they were fairly intelligent and representative houses—had literally hundreds of customers who were not paying their way from the standpoint of selling, delivery, bookkeeping and collection costs.

Many of these small accounts—which sometimes existed for one, two or three years (but not often five) seldom ordered in sufficient volume to justify either a sales call or a truck stop. They never developed volumewise much

beyond the level of their first orders and, in the end, frequently went out of business leaving the branch house "on the hook" for a few dollars.

I am sure that none of your firms has any of this kind of business, and that the development of large volume retailing since this survey was completed in the 1930's has made it possible for you to get all of your costs—including selling and delivery—from most of your customers.

During the same period I worked with hog cut-out tests and formed a high opinion of their worth as a kind of a "trial balance" for the timely evaluation of hog buying and slaughtering results. I have been disappointed to find that too few packers regularly use these comparatively simple tests to determine their own cut-out results. I was particularly dismayed at a NIMPA meeting a few years ago when George Heil asked the audience to indicate how many regularly figured cut-out results; the answering show of hands was rather small.

I should like to interject a warning here. No packer should use an illustrative test, such as the one published by the *PROVISIONER* and the one formerly distributed by the AMI, as a guide or even a check on his own operations. Your test is no good unless you employ your own actual yields, price realizations and costs.

USE MORE REAL TESTS: It is our observation that many kinds of tests should be made regularly and accurately in the packinghouse. These should be real tests that are carried out under normal day-to-day conditions and should not be "souped up" to yield results that will please the boss or the accounting department.

In this connection I would guess that some of the extreme variations in yields and productivity revealed in the NIMPA surveys—and I am not talking about costs—would not have existed had all of these plants followed a program of regular and realistic testing.

I say this because I cannot believe that well-informed and responsible managements would have long tolerated



ACTIVITY IS THE KEYNOTE in busy exhibit hall scene. Packers, exhibitors and guests talk, listen and view the products on display.

some of the poor results reported, or unquestioningly accepted some of the super results in the surveys.

Since this is a rather informal discussion, I would like to direct one remark at the accountants here. I believe the accounting department should improve its relationship with management and supervisory personnel. In too many companies, and this applies to other businesses as well as meat packing, the accountants are regarded as people who are trying to pin something on somebody, or trying to allocate costs so as to "load" my department, or who have no realization that you have to match your competitors' prices in selling meat.

May I suggest to the accountants here that one way to improve this relationship is to subdue your understandable glee when you discover a cost leak, and to try to ease management and the department head into correcting the fault?

The accounting department stands in the rather delicate position of seeing the evidence of almost everyone's mistakes and, therefore, frequently needs to employ some face saving tact, as far as the rest of the organization is concerned.

EQUIPMENT COSTS: Too few packers appear to know very much about their equipment costs. I am not referring to the original investment in machines, but rather to the expense of maintenance, repairs, parts replacement, etc.

A classic example of these lost costs came to my attention not long ago. A southwestern packer installed a machine accounting system and, as a by-product, began to build up records on repair and maintenance expenses for specific pieces of equipment. The company found that one malfunctioning pump had cost over \$800 for repairs in one year. The bad pump was replaced with a new one for \$300; there were no repair charges during the first year of operation.

At a NIMPA meeting a year or two ago, John Marhoefer mentioned similar discoveries in his plant, and I am sure that adequate cost records will disclose parallel examples in some of your establishments.

We at the PROVISIONER have been happy to note the ingenious and extensive way in which some meat packing firms are using their machine accounting and tabulating equipment. Some concerns make their machines grind out almost every conceivable type of sales and operating analysis, as well as using them for billing, payroll and



REFERRING TO NOTES, lighting a cigarette, looking thoughtful—all these were part of the scenery at the four-day NIMPA convention.



THE CAMERA wanders over the listeners at the opening session.

routine records. I am sure the managements of these firms must be directing activities with much more intelligence because of the information they have been given by their accounting departments.

I was not particularly surprised to find the wide variations in costs reported in the NIMPA surveys. We at the PROVISIONER have made small-scale surveys on the cost of certain industry operations in the past, and we have examined the results of surveys made by other agencies. We have found on close analysis that at least some of the divergencies are due to the lack of a common method; that is, some packers are adding apples and apples and oranges while others are adding apples and figs and bananas. Trying to come up with a common answer is pretty difficult under these circumstances.

The industry does possess now, in the NIMPA accounting manual and the procedures in it, an opportunity to get together on a common language insofar as cost accounting is concerned. We can all speak in a universal tongue when it comes to costs.

I think that the day when the tongue is actually used by all will be a wonderful one for the meat industry. I realize that the job of education is a tremendous one, and that it will take years to bring about universal use of these principles but I am sure, when that time comes, that the whole industry will benefit—especially if we can entice, wheedle, or drive top management into using reliable costs in setting prices.

LEFT: Couches in lobby were a good place to relax, and they were put to good use during session breaks, as these conventioners illustrate. CENTER: Fred Sharpe, NIMPA's director of sales training, and John A. Killick, executive secretary of the association, seem to be involved in a weighty discussion. RIGHT: Group appears to be looking things over during a quiet moment to decide where to go next. Several new beards were spotted among 1958 conventioners.



Machine Company Spokesmen Tell About Their Equipment

IN HIS TALK editor Swem brought up some things that I thought I had a cinch on. He mentioned that he had made a study at some branch houses as to the kinds of orders received, the size of those orders and whether it was profitable to call on those customers. We thought we had a real original idea when we did this for a meat packer in the middlewest on a large-scale computer. Now we learn that somebody did it a number of years ago with a pencil and paper.

Believe it or not, oftentimes the things that our equipment and many other manufacturers' equipment do could more profitably be done with a pencil. We attempt to be honest in our judgment of our equipment and try to justify it on the jobs where it is most valuable. Obviously, our customers' requests come first, and, frankly, we often find ourselves producing reams of paper (the gentleman from IBM mentioned this) that no one could possibly read, and consequently, the costs get completely and fantastically out of line.

I think this is more true in the large organizations than it is in the small ones, because small organizations must watch every dollar more closely than some of the larger companies. There is a tendency not to do so much reporting just for reporting's sake.

My own company, Sperry Rand, is a very large corporation. We have literally reams of this stuff coming out. I get a lot of it. I do the same things with my copies that you do with yours—I have a circular file that is handy to my desk.

We hope that if you are using our equipment, or if you are considering the use of mechanized accounting equipment, that you will keep in mind, and make us

P. B. Smith, Remington Rand, Inc., starts the discussion on this page, followed by Allen Bibby of International Business Machine Co. (page 116); N. G. Ganakos of National Cash Register Co. (page 122) and Garol Gaylor, Underwood Corp. (page 124).

keep in mind, the fact that the reports that are produced must be useful and help you show a profit, or you have no use for us or for our equipment, and certainly not for the reports we give you.

EQUIPMENT AVAILABLE: Cletus Elsen did ask us, however, to describe briefly some of the equipment that is now available and some of the equipment that will be available in the future, that could fit your accounting needs. Rather than try to rehash what our Remington Rand salesman may have told you, I would like to point out only one or two factors that make material sense in this matter of reducing costs, insofar as mechanized accounting is concerned.

To my knowledge there are only two mechanized accounting installations used in the meat packing industry. First, I will describe the machine that was introduced 30 years ago by Remington Rand called a Syncromatic accounting machine. It has been sadly neglected, not only by the general population, but also by our own salesmen.

Today, everywhere, there are blossoming more and more combinations of machines, attempting to save operator time, because that is the most expensive thing you buy. Here is a machine that for 30 years has been doing the same thing, but not in very many places.

If you have not seen a Syncromatic, or do not know the details concerning it, ask Remington Rand and we can force somebody to tell you about it.

Recording directly into punch cards themselves is done with a Remington Rand key punch. This key punch is rather an unusual piece of machinery. First of all, it has a memory. The memory in the machine is mechanical so that the operator can insert information in it and the machine will remember it, punch it into one card, into a series of cards, or into all cards that go through that machine. This memory is under the control of the operator. The operator can change it at any time, and it allows a key punch to be a very efficient reproducing punch on occasions.

It provides one other thing that is very valuable. Since a key punch is a manually operated machine, handled on a touch basis, just as is a typewriter or stenotype

LEFT: Exhibitor A. Burgdorff of Griffith Laboratories points something out to Arnold Bruesewitz of Wisconsin Meat Products, Inc., Milwaukee, and A. J. Jaumann, Leland Chemical Co., Milwaukee. CENTER: The Klarer Company's personnel director, Elmer Koncel, enjoys a laugh with J. G. Mohay, NIMPA's director of industrial relations, and C. A. James, jr., of Maginnis & Associates, Chicago. RIGHT: Newspaper reader is Charles Pavia, Pavia Process, Inc., Wash., D. C., who sits with J. Bogobowicz, Cincinnati Butchers Supply Co., Cincinnati, Ohio, and C. R. Vann, president, Ohio Natural Casing & Supply Co., Newark, Ohio.



machine, the operator will frequently know that she has made an error at the time she makes it. If she were perforating a card at the time the keys were depressed, it would be necessary for her to remove the error card and reproduce the information that she had keyed in correctly, and then complete the punching.

PUNCH HAS MEMORY: With the Remington Rand key punch, due to the fact that it has a memory and perforates all positions in the card at one time, the girl can backspace, insert the correct information—we call it write-over—and the new information will be set up and the erroneous information erased, and the card may be completed in its punching.

If she gets so completely confused that she does not know what the mistake was, of course she can cancel the whole thing and start all over, because she has not punched a hole until she has finished setting up in the memory all the information to be recorded.

The other input device is used in conjunction with our larger scale computers. You have all heard a great deal about magnetic tape and the first electronic computer—the Univac—that was delivered to the Census Bureau. It utilized the magnetic tape. However, it was necessary for us to put the information on cards, and then transfer it to the magnetic tape.

A more recent machine is called the Unitype. It looks like a standard typewriter with a box on the back. The box holds a reel of magnetic tape. As the operator depresses the keys, she records the information visibly on a sheet of paper, just as on an ordinary typewriter, and also records directly, by means of magnetic spots, on the tape which is being run through the box in the back.

Incidentally, she has the same facilities on this machine as on the key punch. She can backspace, correct an error, wipe out data she has put into the device, and she can erase completely a block of information if she is mixed up.

KEY PUNCH AND UNITYPE: In conjunction with both the key punch and the Unitype it is necessary that we have a way to verify the information that the girl has produced. In the case of the key punch, we utilize the same machine to verify the punch into the cards that the first operator has recorded. This is done by moving a lever which causes the machine to elongate holes that have been recorded correctly. Errors, or difference between the two girls' recordings, show up as round holes.

In the perfect verification system, if it were done manually, I would do a job with a pencil. A second person

would do the same job with a pencil and a third person would compare our two results to see that they were alike.

In our key punch operation, we do virtually the same thing. One girl records. Another girl verifies the punches, but does not know whether or not she is finding any errors. And the machine compares the work of the two girls to discover the errors. The reason for this is obvious. If the second girl, doing the verified punching does not know when she finds an error, there is no tendency to try to bypass an error—try to force the machine past an error. There is no second reading of numbers that are not clear or letters that are not clear, and the operator can proceed at top speed at all times. The machine will signal whether there is one error in the card or multiple errors in the card.

In the area of weight entries and billings in the meat packing industry, we are provided with the greatest area of error possibilities that can exist. People make more mistakes recording weights than in anything I have seen.

Just to give you some idea of the type of equipment and what it can do for you, we manufacture a computer—a punch card computer called the Univac 60-120. It can be bought in various sizes. The smallest size is called a Basic 60. It rents for \$760 a month.

This computer, although it is considered very basic by us, is used by one meat packing firm to extend its invoices. In doing so, the cards are arranged in proper order to write the invoice on a tabulator, and before that is done, they are passed through the Univac 60.

SEVENTEEN CARDS: In this machine, we differentiate between 17 possible kinds of cards that could go into it. We extend each invoice. These extensions can consist of weight divided by 100 times the price, or the weight times the price, quantity times the price, and so on—an infinite variety of combinations.

We also sum up the total weight and the total money, and to catch errors in recording of weights, we do something that I do not believe is done anywhere else. Prior to the cards being punched with weights, a girl with an adding machine adds up the weights from labels that have been returned from the plant, and in certain cases adds the weight and the size also to the weight, and in other instances adds the number of cases, the size and weight, coming up with a nonsense total, but that records the pertinent information concerning the product that was shipped. The computer adds these same factors, and tries to zero balance with the amount originally arrived at by the adding machine operator. If it does not find a zero balance, it throws these cards out and will sort pocket for manual review to find out what has gone wrong.

It also checks to find out if the cards are in sequence. It checks to see that certain cards that must be there are there. For example, there must be an accounts receivable card; there must be a name and address card, etc. When it is finished, it gives us the total weight and money. This is done in one pass on the basic machine.

LEFT: Guests in exhibit hall discuss a point. CENTER: Thoughtful Tobin Packing Co. group is comprised of E. H. Boundy, assistant sales manager; T. G. Leiss, manager at Tobin's Albany division, and E. H. Carson, vice president of Tobin. RIGHT: The three pairs of eyes looking intently at convention program belong to Ed Fessel, Fessel/Siegfriedt, Inc., Louisville, and F. A. and B. L. Thomas, the president and the secretary-treasurer of Thomas Packing Co., Griffin, Ga.



What IBM Equipment Will Do for the Meat Packer

As told by ALLEN BIBBY

I WOULD like to quote from the editorial page of *Meat Magazine* for June 1957. "It is nothing short of ridiculous to attempt to operate a business involving so many variables, so much money and such meager margins as are typical of the meat industry without complete up-to-date information to pinpoint those variables.

"We know of no other business in which responsible management would attempt to make daily decisions involving so much money with the hopelessly inadequate, and usually outdated, information which many meat packers or processors use."

I have used this quotation to illustrate the increasing efforts being made by company management of plants throughout the nation to get accurate costs—costs by product and by plant department.

ACCURATE-TIMELY COSTS: We in IBM recognize this need. We are expending thousands of man-hours to help solve the problems of accurate, and just as important, timely costs. We have helped our customers find some of the answers; others are under study, and still others are to be considered.

I have talked briefly about product cost accounting to make more than the obvious point—that of the need for this type of information, and to show that IBM is really interested in the meat packing industry and has set up what we call a meat packing department. We have had this department for many years. We have similar departments for service to the banking industry, the life insurance industry and many others.

This gives us a little bit of the feel of what the industry presently needs, what they are now getting and what they would like to get.

This, I feel, is one of the ways in which we can most greatly assist you. I say this because the simple fact is that automated accounting is the world's fastest known method of making mistakes if handled improperly.

Our printer can print 6,000 complete lines of infor-

me. Equipment should be recognized as a management tool more than as a "data grinder."

I have found this true in many of the plants that I have visited. They turn out sales analyses. Brother, if you want sales analyses, we have them.

Let us take a typical case. We have 300 products and

CONVENTION glamour was contributed by Mrs. L. C. Bettcher, Mrs. N. Starling and Mrs. J. Lechner, whose husbands represent Bettcher Industries, with headquarters in Cleveland, Ohio.



20 routes. Even if we print only one line per week for each product in each route, we have 6,000 lines of printing that someone has to look at. Not only does the sales manager and the various other managing people have to look at it, but they have to search through all this data to find out what they are really looking for—bad sales, salesmen not selling the full line, etc.

Wouldn't it be better if we could give them a 200-line report, summarizing the extreme variance, over or below certain standards?

If you can show me a sales manager who can scan 6,000 lines of sales analysis report each week, and do something about each discrepancy, then he is quite an individual. This is what we call exception accounting. It is nothing new. It is something that we have found quite easy to obtain through our random access accounting—Ramac, which many of you have heard something about.

We are talking about the smaller independent meat packer now that cannot afford a Ramac. There is nothing in each of your accounting routines to prevent you from setting up certain standards and having the machines automatically test all of the details against the standards, then running an exceptional listing.

STANDARD PUNCHED CARD: This is true not only in sales analysis, but also for your credit manager and your credit checks. As this is a meeting of the smaller industry packers, I shall limit my discussion to standard punched card and associated equipment and our automatic scaling equipment. In an effort to show you the many ways IBM equipment can serve you, I shall discuss various areas of a plant's operation mechanized by our customers.

The first area is that of livestock purchasing, killing and dressing—certainly a critical area. Bad results here really mean you are whipped profitwise before you start. The equipment that IBM makes available can give you, the management, a daily grade and yield analysis of your markets, buyers and producers.

The data coming from your killing lines can be automatically recorded into punched paper tape or punched cards by our automatic scaling equipment. This equipment, when cable-connected to a mechanical scale (static weighing) or to an electronic scale (for dynamic weighing), will receive weights and record them, all automatically.

The system will also receive data manually entered into



MEMBERS OF AUDIENCE at several sessions were encouraged to ask questions from the floor. Here, a question on selling is being thrown to Fred Sharpe and a group of salesmen.

mation in an hour, and 6,000 complete lines of erroneous information is a lot of information.

"Electronics" is a word that has been grossly overromanticized. It offers no panacea to our problems, believe

1. Better appearance! Sucaryl-curing process gives ham and bacon better and more stabilized color, even when cooked.



Sucaryl[®] cures ham, bacon, sausage and canned meats four ways better

As a result of a leading packer's experience with Sucaryl, the use of cyclamates in the curing of bacon has already been approved by the Meat Inspection Division of the U. S. Department of Agriculture.



2. Bacon behaves better! Sucaryl-cured bacon doesn't turn dark-brown when cooked or give a "burnt" flavor. Can't stick to pan either, because it doesn't caramelize. Residual liquid bacon fat is clearer, cleaner, more acceptable for re-use.

4. Cuts handling time and cost 30 times! You handle and store just one 100-lb. drum of Sucaryl instead of thirty 100-lb. drums of sugar.

For full technical data on Sucaryl's performance in the meat-curing process, send coupon to Chemical Sales Division, Abbott Laboratories, North Chicago, Illinois. On request, we will also send you a trial supply of Sucaryl for your own test purposes. @Sucaryl (Cyclamate—Abbott)



3. Better Flavor! 2 different taste panels, testing Sucaryl-cured meats for 2 years, have confirmed this.

Name _____ (Please Print)

Firm Name _____

Address _____

City _____ Zone _____ State _____

☐ Check here if you wish to receive an experimental supply of Sucaryl for your own test purposes.



LOBBY SCENES above show conventioners in relaxed mood although Harold Gillman (center, left photo) of Tobin Packing Co., Inc., Rochester, N.Y., seems to have something on his mind. W. W. Naumer of DuQuoin Packing Co., DuQuoin, Ill., wears happy look in center photo as he talks to his son (left) and a friend. Just who is hypnotizing whom is not readily apparent in photo at right.

a numerical keyboard as well as from punched cards. It is capable of adding and accumulating totals. Output is in the form of a typewriter, a tape or card punch.

Suffice it to say that any type of correlation between the live weight, the hot-dressed weight and the chilled weight you may demand can be provided for you. Several companies in the middle west have plans for installing this type of equipment.

The next area of cost is in the hog cutting department. Many of you make periodic or "short" tests of your cutout. This equipment can easily provide you with a daily P & L on your hog cut.

All office clerical routines can be mechanized. These include:

- 1) Order writing or editing, including a PLA check, a credit limit check, an estimated weight biff for the traffic manager, estimated weight biff by product for the production manager, and automatic sequencing by route and stop.
- 2) Invoicing, including margining and commission computing, if applicable.
- 3) Sales accounting. I would like to see a packer get at least the following report: Sales by product including tonnage, sales dollars, margin and average realization; sales by route by product showing these same data.
- 4) Payroll, both plant and office.
- 5) Accounts receivable—automatically aged trial balance and statements, perhaps both alphabetically and by route.
- 6) Accounts payable can be done on the same kind of equipment.
- 7) Corporate records, such as general ledger, stockholders records, etc.

Obviously, the smaller the company, the smaller the overall accounting volume. Many companies converted to punched cards primarily for a sales analysis—nothing more. In some cases it was found that it would not cost out on a clerical (direct) cost basis, but they retained the equipment because of intangible benefits, such as more accurate, more timely reports, reports by product rather than by product class, etc.

DIRECT COST BASIS: It is my opinion that the equipment can always pay for itself on a direct cost basis providing the following conditions exist:

- 1) Your business creates a need for the machines. We use an annual sales figure of \$5,000,000 as the usual "break even" point. However, one of our customers did about \$2,000,000 last year and has costed his installation out, and is very happy. The point here is that only a good, detailed study can tell you how you will cost out in regard to automatic accounting.
- 2) The second thing that must be met to make a success of it is that you must have what I term a real "heavy" man running the installation; an individual who knows the many facets of your particular business and also knows IBM equipment. Only with such a person will

you ever realize the full potential of an IBM installation. To obtain such a man may mean a rather extensive training period for one of the able people in your own organization.

3) That the company's top management educate themselves to the full potentiality of this type of equipment and exploit it as required. An installation to handle all of a company's records must have and deserves top management support or it does not work.

If these three conditions can be met, almost any company of any size can justify the use of automatic accounting machines.

Now let us discuss some hardware. I am sure all of you are somewhat familiar with standard punched card accounting machines. A set will normally consist of one or more key punches and key verifiers (depending on volume), a sorter, and an accounting machine or printer. Other auxiliary machines such as a collator or calculating punch may be necessary to fulfill all of your requirements.

The extent of your installation should be decided from a cost standpoint. If it is cheaper to compute realization figures and summary totals on a computer, then I think you should do it. It is strictly a cost situation.

A basic set of this equipment can perform for you all of the accounting requirements for the smaller packer, but also importantly, it serves as a building block because you can keep adding units as your requirements or volume, or both, increase.

Should such an increase be of sufficient size to warrant a systems change, your records could be converted to a new medium at high speeds. The initial conversion from manual operations to key operations to punch cards, is always a messy one. If anyone states that you are not going to have problems, they are just kidding. You will have plenty of them.

An installation of this type of equipment on a lease basis will cost anywhere from \$500 a month up, depending on the number of machines involved and the types and their capacities. A basic set of this equipment is exhibited in the exhibit halls, in booths 37, 38 and 39.

Most important, I believe, is that regardless of the equipment you use—and there is plenty of it on the market, and it is all reasonably priced, reasonably priced and flexible—be it IBM or someone else's, it is simply a tool of yours. If you use it right, with our help you can do lot of good with it. If you use it incorrectly, you can do an almost insurpassable amount of harm. It is a tool. It is a very good one.

Canned meats—always in good taste

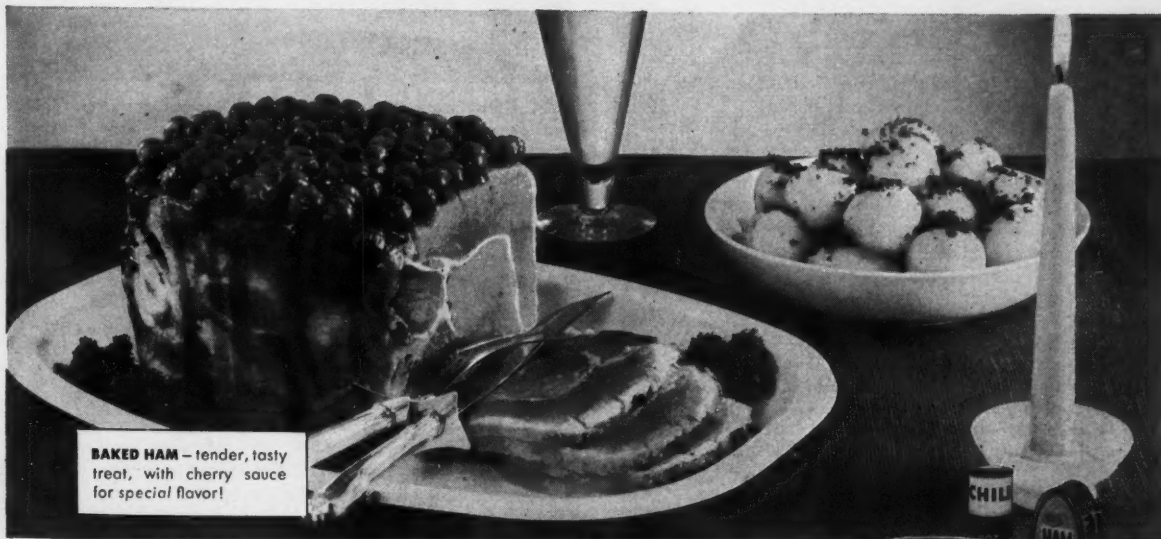


CHILI—steaming hot, rich and tasty, brings real flavor to a meal!



MEAT SPREADS—quick convenient way to zesty snacks and main dishes, too!

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BAKED HAM—tender, tasty treat, with cherry sauce for special flavor!

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What National Cash Register Products DO

Described by N. G. GANAKOS

THE National Cash Register Co. wishes that your convention is a business and educational success, as well as a social success. While I will basically confine my talk to mechanical accounting machines, I would like to establish a theme for my talk. The theme is: "Know what it costs you to do your accounting."

Then I will honestly ask, "Are your accounting reports valuable to your company?"

The cost of your accounting reports should not exceed the value received from these reports. In discussing accounting costs with some comptrollers we are amazed that many do not know their real, direct costs in producing accounting and statistical information. However, ask a chewing gum manufacturer how much it costs to produce a 1c piece of chewing gum, and he will tell you to the exact one-thousandth of a cent.

However, ask him the direct cost of producing an invoice for the billing, and the chances are he will not know what his costs are.

LOWER BUSINESS COSTS: Accounting machines and systems should save money and lower your cost of doing business. If they do not, the machines and systems will prove to be a poor investment.

NCR manufactures many products. Some of them you have heard about; some you have not.

One of our basic products is cash registers. The second product that we manufacture is called "no carbon required." It is a mechanically treated paper that eliminates the need for smudging carbon.

However, the biggest product that we now have is our accounting machines. These have all been adapted for the purpose known as integrated data processing.

We can go into IDP through means of punch paper, tape or direct to a key punch. We produce large and small computers in connection with the General Electric

Co. We are producing now an electronic computing machine of a desk model type.

We manufacture a postronic machine, which you have all probably heard about in the banking industry. It actually picks up from a ledger card the balances through means of a magnetic coating on the back of the card.

We would like to tell you about the products in our accounting division which may be of interest to you. Sales analysis machines, general accounting machines, IDP



FULL HOUSE was attracted by annual cocktail party, reception and dance, although there was more chit-chat than cha-cha.

machines, and some of our small, electronic bookkeeping machines come under this heading.

CUSTOMER'S INVOICE: In the area of sales and cost analysis machines we are concerned basically with the problem of making an analysis of a customer's invoice, to see if we made any money on the product we have sold, and then to give proper credit to the salesman who sold that product. Normally, any one of three NCR specialized sales analysis machines will do the job fairly economically. These are:

The NCR Class 41 is normally used for very small plants. The NCR Class 24 is very efficient for multiple distribution in plants. The NCR 151 is a special machine for larger plants having to break down by weight gross profit and sales amount.

For further analysis these machines may be equipped

TRIOS BELOW appear to be discussing some vital problems. In left photo, Jim Camp, executive director of Texas Independent Meat Packers Association, has attention of Vernon Calhoun, Vernon Calhoun Packing Co., Palestine, Tex., and Cecil E. Powell, director of the Tanners' Hide Bureau, Chicago. Need for an adequate meat inspection appropriation may be the topic of C. O. Hinsdale, executive vice president of Balentine Packing Co., Greenville, S.C., Carroll Cannoles, American Meat Institute western representative, and George Lewis, AML vice president, in center photo. Man facing camera at right seems to be taking a determined stand on something. The others aren't flinching.



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CUT DELIVERY COSTS

Truck refrigeration electrically powered by General Electric saves 6 ways:

Lightweight all-electric truck refrigeration systems (about 700 lbs. lighter than a cold-plate system, for example) and small size mean:

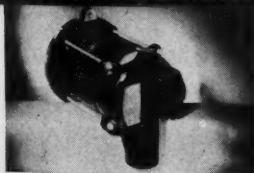
1. You can carry a larger payload (ten extra cases per truck at one dairy).
2. You get more tire and gas mileage.
3. One dairy reports a \$65 lower vehicle license fee.

Dry, constant cooling (because all-electric systems operate at full capacity over entire truck engine speed range) means:

4. Less spoilage; cleaner, fresher products.
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 6. Longer delivery routes, fewer loadings, less labor cost.
- Can you afford to pass up the savings from all-electric truck refrigeration? For free bulletin and list of system manufacturers, send coupon today!

GENERAL  ELECTRIC

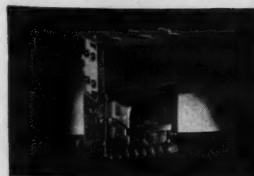
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with integrated data processing mechanisms, punch paper tape, or direct to card punches. With these hook-ups daily information can be produced on the spot with no further processing. Then by utilizing tab service equipment and bureaus, these tapes and cards may be run off for monthly and weekly reports.

In the area of general accounting machines, NCR produces no less than three machines. By general accounting we include payroll, accounts receivable, general ledger and government and state payroll reports. Most of you are probably familiar with the NCR Class 31 machine. In addition to this we have Class 32 and Class 34 accounting machines.

All of these machines can be made available to your company with or without electric typewriters. All of these



MR. AND MRS. Joseph Raznick from Omaha, Neb., stand in front of the booth of the National Independent Meat Packers Association. He is a partner in Omaha Packing Co.

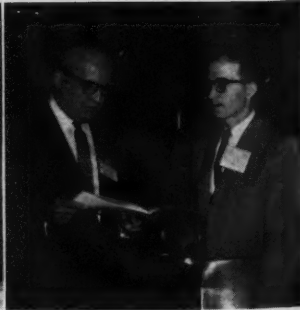
machines may be equipped with a punchpaper tape or they may be connected directly with a key punch.

The emission to the punchpaper tape recorder, and key punch may be straight numeric, or alpha-numerical. All NCR 31, 32, and 34 accounting machines now in the field or delivered in the future may be equipped with punchpaper recorders, or intercoupled direct to a key punch.

At this time, when you purchase an NCR 31, 32, or 34, you need not fear obsolescence, because the punchpaper recorder or key punch intercoupler may be attached to your machine without the machines having to be removed from your office.

The basic features of all Class 31, 32 and 34 machines

LITTLE GROUPS sprang up like mushrooms during convention. At right, Sidney LeFiell (left) of the LeFiell Co., San Francisco, talks to Oscar Schmidt of Cincinnati Butchers' Supply Co., Cincinnati, while Ronald Marks, Enterprise Inc., Dallas, Tex., gets a light from Fred Stothfeng, also of Cincinnati Butchers' Supply Co. Men in center photo below probably soon were in huddle like group at left, which is being joined by Fred Adams of Harvey Littlefield & Co., Chicago. In lower right photo, Emil A. Schmidt, president of Schmidt Provision Co., Toledo, O., consults convention schedule while Michael Newborg of NP staff looks on.



are that it has an electric typewriter on it; multiple totals, from 2 to 17 totals, and form bars for changing to various applications. It has a full 26-in. fluid driven carriage; a one-key, no-decision reverse key for error or credits. Of course, it has a keyboard and wheel data and is a carriage-type machine.

ANY SIZE MACHINES: NCR produces special accounts receivable machines for any size and any particular job. We have no less than eight type models.

In the electric bookkeeping machine market, we will introduce next month a machine for general accounting which will do accounts receivable, accounts payable and payroll work. Information about this machine will soon be announced on a national basis.

This talk, of course, is only just a small outline of NCR accounting machines.

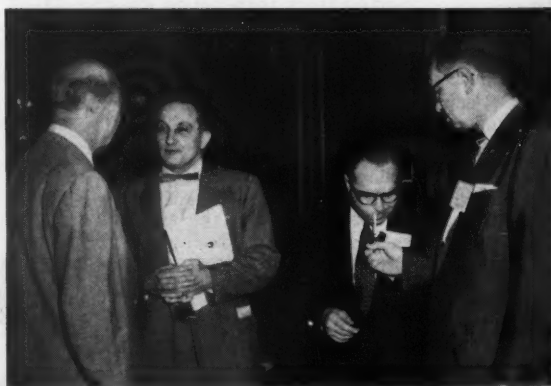
Obviously, all accounting machine manufacturers produce equipment to satisfy your accounting needs. All NCR offices in the United States and Canada are equipped to survey your needs and present you with a proposed system and detailed cost analysis.

We only ask that you evaluate the cost analysis, and buy what you believe to be the most economical to run your business on a daily basis. If you want "Blue Sky," NCR has it, too.

The NCR 304 computer will do a fine job for every one of you. Every day on your desk we could produce any report you may ever want. But how many extra pounds of sliced bacon, ham, franks, etc., would you have to sell to justify its cost? We are afraid that many companies could not justify the value received from the NCR 304 reports.

Profit is the only reason why your companies are in business. The NCR Company would like to increase your profits by reducing your costs.

To summarize, we would like to refer you to what I might call the basic theme of our talk: "Know what it costs you to do your accounting, and then honestly evaluate its value to your company."



nothing *Lasts* like stainless!



and nobody builds stainless like

KOCH

THERE IS A DIFFERENCE

All stainless steel equipment is not the same. Differences exist in weights and alloys, in details of construction and finishing. And above all, there are differences in the integrity and experience of the builder. Since Koch-built stainless costs no more—why not have the finest.

This Koch stainless-steel-top trimming table is typical of the quality and workmanship you get in every piece of Koch equipment.

Notice the repeated K-shape in the tubular substructure.

This Koch-designed feature provides greater strength, more positive rigidity, and convenient under-the-table storage for meat drums, sausage trucks, etc.

The sturdy all-welded frame has leg levelers. One-piece metal top is fabricated from

14-gauge, #2-B satin finish stainless steel, with smooth rounded corners. Koch trimming tables

are available with removable sectional maple cutting boards, or with longer-lasting U. S. Royal boards. Standard table lengths are 6, 8, 10, 12, and 14-ft. Other

sizes can be custom-built to your exact requirements.

Write for further information and prices.



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ACCOUNTING

How Underwood Business Machines Can Help The Packer

As told by GAROL GAYLOR

UNDERWOOD produces the typewriter, the adding machine and the accounting machine; makes small posting machines, carbon papers and ribbons. We also put out a punch card system.

The thing in which I am particularly interested is a field in which Underwood has done a terrific job by giving the small businessman something in his price range that can do an efficient job for him costwise.

We started out with the electric typewriter. It is a basic piece of machinery. When you type up an invoice, we can capture that on punch paper tape. We use three systems on it. We have a small system employing the typewriter, retape and punch tape. We depend on the operator to determine when the tape is to be read and what information is to be punched and captured for further analysis.

We have a little larger system in

which we use a small programming unit in an interchangeable plug board panel. This unit automatically turns the reader on, turns the punch on, or turns another typewriter on and turns all of them off automatically.



TWO convention-going wives, Mrs. Lyle Baartz and Mrs. William Kay, look over the meeting schedule. Their husbands work in the Park Ridge, Ill. sales division of the Cryovac Company.

THREE TYPEWRITER CONTROL: Then we go into a larger unit which controls three typewriters, two adding machines, duplex adding machines, two tape recorders and two tape punches.

We can exercise such control as to give you automatic numbering, automatic totals and pre-determine the total she has typed. We can capture all of this information on punch tape. We can strike certain information from it and type it on a second typewriter in a different format at the same time. We can make up back orders; we can give you fixed view control. If your punch paper tape is to be used on cards, we can give you automatic feed control. We can force the operator in listing the account number; if that number has four digits, we can lock up the machine until the operator has entered four key strokes.

If you switch from one operation



The new, eye-catching, MERKEL Chef packages are proving to be real SHOPPER-STOPPERS! Combining this "newest look in the meat industry" with the big, aggressive advertising campaign means POCKETS FULL OF PROFITS for you! Remember:

"M-m-m-m is for MONEY", too.

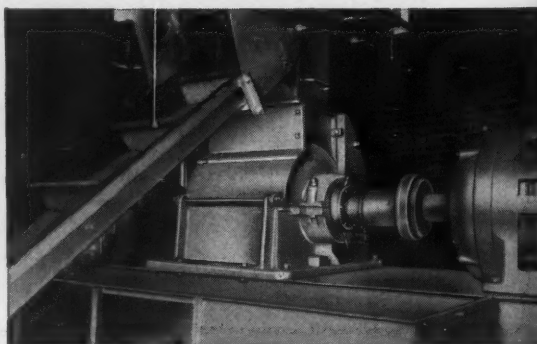
MERKEL, INC., JAMAICA, NEW YORK REpublic 9-4700

• Ham • Bacon • Cold Cuts • Sausage • Frankfurters

And a full line of quality pork products



**cutting action... no
hammermill action with
M & M meat converters**



Shown here is an M & M meat converting installation in a rendering plant. Converter is arranged for feeding from the first floor by means of a conveyor. Material can also be fed from floor above by gravity through a chute. Ground material is delivered to cookers by conveyor. Machine is designed so material cannot collect inside and throw equipment out of balance. Provides fine, uniform cutting of meat, shop fats and bones. Wide range of sizes and types. Write for further information.

MITTS & MERRILL

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to another, all the operator has to do is remove the plug board panel and slip another one on. It is a building block unit. Later on, if you should decide that you need two more typewriters, you can purchase them or lease them and plug them in.

Then we come into the small computer. We believe we have the only one on the market of its type. It was designed especially for the small business. It can test, determine which is right and which is wrong and proceed on a pre-determined course. The machine will carry 100 totals of 10 digits each. It will add, subtract, multiply and divide. It will multiply a 10 digit number by a 10 digit number in one-fifteenth of a second. Who requires speedier computation?

The machine is programmed by the Underwood Corp. to do your job. We do not expect you to tailor make your cost analyses to fit our equipment. It is flexible and can be set up to do your particular job just as you want it done.

The machine can be fed automatically through two tape readers. In other words, it can read one or two tape readers. Furthermore, if the machine's internal memory is not large enough to sort out all the cost data you need, we can store other



OHIO COMPETITORS Erwin Buckman of the C. Schmidt Co., Cincinnati and W. Hammann of Schwenger-Klein Co., Cleveland, talk things over while fellow conventioners moves on to another room.

information on punch paper tape and run it back through the equipment and come up with additional totals.

HOW TO DO A PAYROLL: For instance, to do a payroll, you could enter the department number or cost center, the employee's number, then the rate of pay and his dependents. All of this can be read into the machine from the paper tape auto-

matically. All the operator has to do is enter the hours worked by the cost center. The computer would then automatically compute the earnings, the overtime, compute the withholding tax, compute the FICA, stop when it reaches the \$4,200 limit, extract a bond deduction if a man is on the bond plan, up-date all totals and punch all static information for another tape to be used the next week. At the same time it is creating a check-stub, a check and an individual earnings record in the payroll journal. It takes about 25 seconds to make a check. At the end of the payroll operation, you extract the totals that the machine has accumulated, and it gives you the cost.

You may type an invoice on one of our typewriters and do everything but the extension, and capture all pertinent information on the tape.

Let's take the continuous form invoice on the continuous form carriage on a small computer. You start the invoice through with the tape. The computer will make the extension, extract your sales analyses, capture the information for commissions, print the extension on the invoice, total the invoice and automatically go to the next one.

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Breading is the **FIRST** factor in food processing — the vital variable that determines consumer acceptance and ultimately, profit or loss. Consumers want a uniform golden crispness that adheres to the product; a tastier, succulent crunchiness that makes favorite eating. These factors are why top processors look to **MODERN MAID REDI-BREADER®**, All Purpose Batter Mixes and **MODERN MAID Service** to put their breaded specialties first on the customer-preferred list.

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throughout the United States, and I know that our salesmen are always eager for another sale. If there is additional information that we can pass on to you, or if we can help you in any way, we will be glad to do so.

I would like to tell you the cost of this setup. The small typewriter unit, or data-flow unit, sells outright for \$1,800 up to \$12,500. All of this equipment is available on a two-year lease. You can lease the small unit for \$74 a month on up to \$500 a month. The small computer is available for outright sale at \$20,500 on up to \$32,500. It, too, leases on a two-year contract for \$165 a month on up to \$975 a month.

CHAIRMAN CLETUS ELSÉN:

We hope that we have not confused our audience to the point where it has no questions. We set this Accounting Conference up so we could have a question-and-answer period.

At this time I would like to turn the meeting over to any of you who have any questions. Will you please address them to the individual members on the panel?

PACKER: One of the gentlemen, Mr. Bibby, I believe, cautioned us about making an installation without properly trained personnel. I wonder what facilities they have for training

personnel for us if we should decide on such an installation, and what the cost of that training would be.

ALLEN BIBBY, IBM: Well, our training facilities are free, of course. There are three basic types of training programs available. One of them is for the machine operators. For example, the key punch operator can normally be trained in something like a week. It still takes her a little longer than that to become proficient. Then we have the training program for the accounting supervisor, who is the "heavy" man of whom I spoke previously. His program training is cut into several sections. He should

actually go through a rather extensive training program.

The third type is for the executives themselves. This is made available to presidents, vice presidents, controllers, etc. This is a broad treatment of what they can expect to get out of the equipment. It is a one-week course.

PACKER: At what point is training done?

BIBBY: Your accounting supervisor should probably start studying somewhere between nine months and a year before the machines are installed; the actual machine operators, three months, and the executives, any

DURING SHORT SESSION breaks, the audience drifted into small informal groups and became involved in animated discussions. Here is a small sample of one of the meetings.



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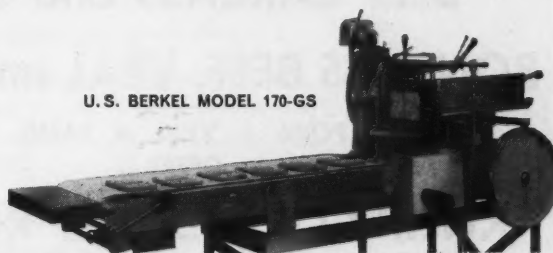
U.S. 170-GS deposits counted groups on slicer-conveyor... operator scales and places product on Wendway conveyor. At bagging-station, operator inserts product into pouches via air-jet Tele-Sonic Bagger. It is returned to Wendway conveyor then to Flex-Vac 6-7. After vacuum is pulled, package drops back on conveyor for grading, inspection, is then carried to Ad-Vac U-Boats, to Sealer... to cartoning. Cellophane overwrap slicing and scaling operations identical, but use production conveyor-sealer.



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time before machines are installed.

PACKER: Are these correspondence courses, or do our people go to the factory, or what?

BIBBY: No, you would send your people to our offices in Chicago or elsewhere. You would have to release them from their work for training. There is no charge for it, but you would have to donate their time for the training.

PACKER: It takes nine months for the supervisor?

BIBBY: I would say that, yes. If it is someone from your own organization, nine months would probably be the minimum period. He would not spend full time in training, but he would need that time in getting ready for the machines, as well as for going to school.

PACKER: How much time would he spend in training?

BIBBY: Normally he would go to Edicott, N. Y., for two weeks. Then he would have his basic training on the various types of equipment that you are going to get, and, in total, this would probably mean another four to six weeks minimum. The rest of the time he would spend in applying your particular problems to the machines that you are going to get. This takes a lot of time.

PACKER: Would the four to six weeks be full-time training?

BIBBY: Yes, sir. That would be class room training.

CHAIRMAN ELSEN: There is one question I would like to insert here for the benefit of others. Is not some of this equipment available for use in service bureaus? In other words, maybe some of the small packers do not have to purchase or lease outright a lot of this equipment. It might be that they do not have the facilities. Do any of you gentlemen want to answer that?

BIBBY: The Service Bureau is a separate corporation. It is not IBM; it is a wholly-owned subsidiary called the Service Bureau. It serves our present customers who have peak load jobs, and special jobs, and is also for people who cannot afford a set of our equipment themselves. They may create the cards in their own office, and forward them weekly or monthly to the Service Bureau Corp. where the Bureau would perform the normal accounting routine and return the records and cards.

There is a fixed charge for this type of work. Again, it would take a little study to find out whether it would be profitable.

CHAIRMAN ELSEN: In most instances, we want information and want it fast. Can we get that information fast? Mr. Smith, does your

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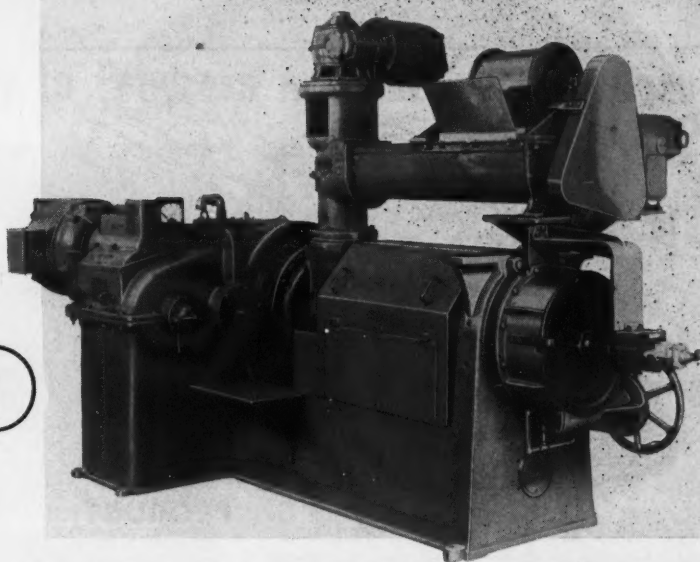
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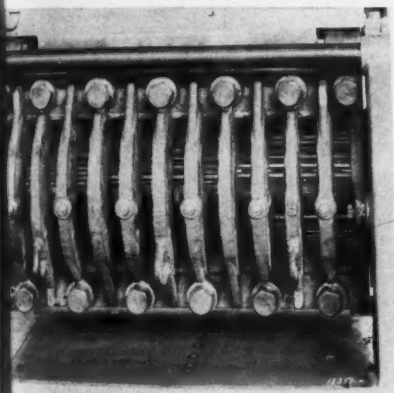
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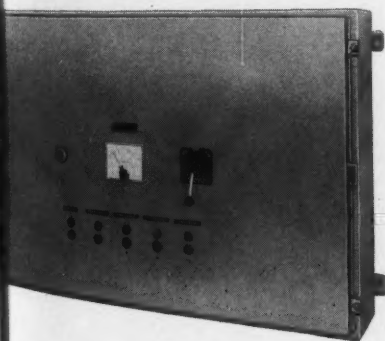
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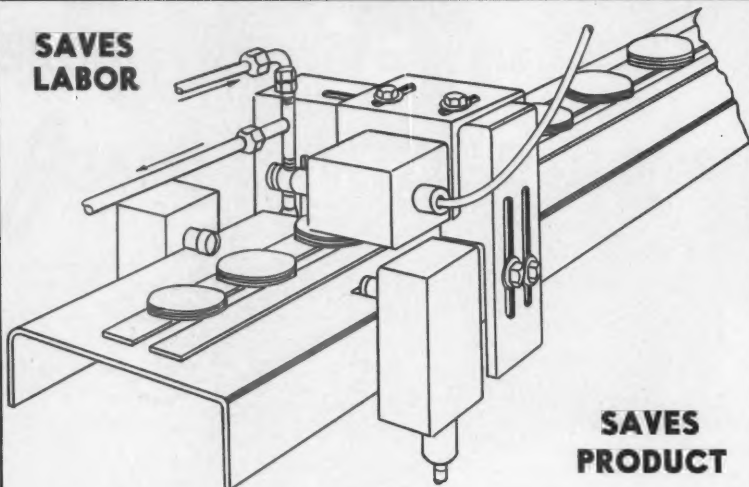
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See page K/Ev

company have such a service bureau?

P. B. SMITH, Remington Rand: Yes, we have a service bureau for punch cards, and, obviously, due to communications there is a delay which would not exist if you had the equipment in your own office. Proper planning will minimize this.

In connection with this matter of service bureaus, I would like to mention that in New York, Los Angeles and very soon, here in Chicago, we have the large-scale computer service bureaus using the large Univac.

Some of the costs seem to be rather exorbitant at first glance. Use of the large-scale computer in the service bureau sells for \$350 an hour. However, due to the size of the piece of equipment, an hour's time on a large-scale computer is a lot of work.

Incidentally, we have done work for packers in the service bureau. I do not know whether this was the most useful project, but perhaps it was the most interesting. We produced a list of all the possible four-letter combinations that can be made of the alphabet. This was done so that the customer could review this long list. It resulted in a huge stack of paper and all of the four-letter combinations were there. Needless to say, they were looking for new product names, and so that they could find them quickly, the job was done in the computer service bureau.

The job I mentioned of reviewing products to find out whether they were profitable when of a certain size was done by a service bureau basis.

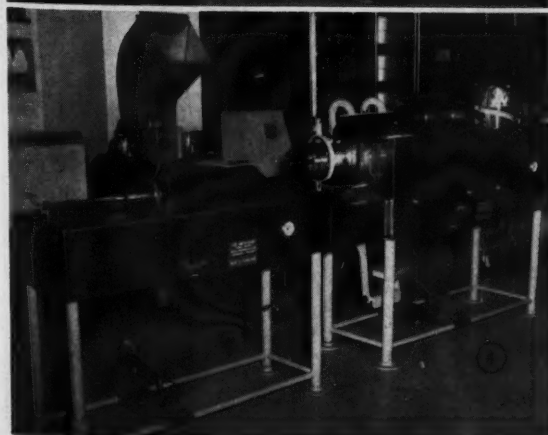
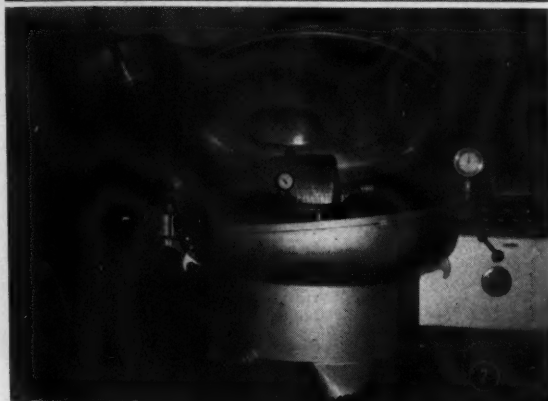
This service is amenable, of course, to jobs where type of answer is not as important as the volume that must be processed. Also, the programming in conjunction with this must be done by your own people. We can train outside people in proper techniques, usually in less than a week, so they can actually write their own programs for a large-scale computer. If you had a computer, you could not do it that fast. On these jobs, we can do that kind of automatic programming.

GAROL GAYLOR, Underwood Corp.: I would like to say, using the Underwood data-flow equipment to originate the copy in your office, capture the information on punch paper tape, and then send the tape to your service bureau, which they would convert to cards, would definitely cut down the cost of the bureau service.

CHAIRMAN ELSEN: Do you have anything to add, Mr. Field?

J. D. FIELD: Burroughs does not have its own service bureaus. However, there are many independent service bureaus which use our facilities and you get the same result.

Exhibits Point Way to Progress in Meat Industry Operations



THE exhibition of packinghouse equipment and supplies at the NIMPA convention this year had an international flavor so distinct that some packers were heard to comment: "It looks like the Brussels Fair," and "Western Germany is winning the peace in the meat industry." Foreign mincing and chopping machinery was particularly prominent, while one supplier showed a hopper-fed sausage stuffer.

Two automatic bacon slicing and packing lines were exhibited for the first time.

Attendance at the exhibition was exceptionally good and packers demonstrated their interest by their willingness to spend considerable time in the hall.

1. MACHINE SLICES AND SHINGLES bacon to weight. Attachment activated by weight of shingled bacon stops feed carriage of slicer to make weight separations. Machine can group bacon in 8-oz., 1-lb. and 2-lb. units. Change from one weight to another requires only a few minutes. Product giveaway averages less than 1.25 per cent. Dispenser feeds out any type of bacon board. Unit can handle any weight of bellies. Slicing 10/12 bellies the output per operator hour will average 184 lbs. Only check scaling needed is to monitor slicing machine. Unit works with Anco high speed slicer and packaging conveyor. Cashin, Inc., Rochester, N. Y.

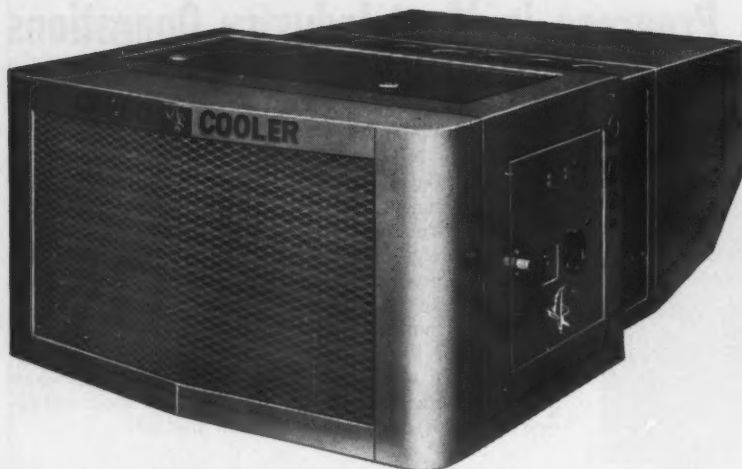
2. COMBINING THREE BOWL and two knife spindle speeds, 600-lb. capacity chopper can prepare any type of sausage meat from pork sausage to frankfurts. The large hood lifted clear of the bowl is the vacuum lid. Emulsion can be prepared under vacuum when a firm product is desired for canning or slicing. Unit is powered by a main 100-hp. motor. When discharge disc is operating, chopping blades turn at 100 rpm. to keep meat from farrowing and trapping air. Machine is made of corrosion-resistant metals. K. C. Seelbach Co., New York.

3. SLICER AUTOMATICALLY GROUPS shingled slices in 1-lb. or 8-oz. units, feeds them onto a paperboard and indicates on scale dial the amount of bacon that must be removed or added to make weight in terms of a one-third slice. Correction is made as shingled units pass conveyor scale plater. Closer control to desired weight reduces giveaway by 33 to 66 per cent. Unit automatically compensates for difference in bacon thickness. Lower labor requirements increase productivity by approximately 40 per cent. Unit handles output of Anco high-speed slicer. Emhart Manufacturing Co., Portland, Conn.

4. STUFFING, PRESSURE-PACKING and metal crimp tying of product in fibrous casings are handled as one continuous operation. Section at right is the pressure stuffing chamber into which meat is placed for forming. Casing is placed on the expandable metal neck and the hand-operated discharge port is moved into position. The plunger forces the meat into the casing which is first-tied, pressure-packed and second-tied on the section at the left. The unit is made of stainless steel and is air-operated. Koch Supplies, Inc., Kansas City, Mo.

5. DICING OF FRESH, COOKED or semi-frozen meat or vegetables in any size from 1/4-in. to 1 1/4-in. is accomplished with a standard 1/4-in. adjustable cutting unit. Machine has dual hopper cylinder so that one hopper can be charged as the other's load is being diced. Unit is hydraulically operated by totally-enclosed motor. Parts contacting food are made of corrosion-resistant materials. C. E. Dippel & Co., Inc., located in New York City.

6. AIR-OPERATED SECOND TIE device is mounted on wheels so it can be moved into position by the stuffing table when stick product requiring a second tie is stuffed. The stuffer twists neck of the casing and brings it under the second tie machine. A bayonet clip magazine strings the metal clips as they move through a pan holding the loose clips. Level of the clipping head can be adjusted to table height. The unit



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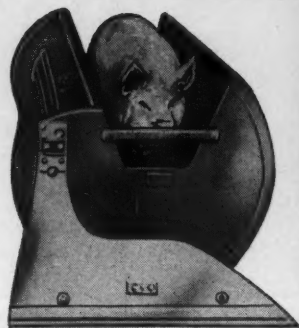
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can also be moved into the casing room to perform the first tie operations. The hangoff loop is placed on casing during first tie. Vac-Tie Fasteners, Inc., Elizabeth, N. J.

7. MACHINE WILL EMULSIFY meat at the rate of 150 lbs. per minute. It is powered by a vertical 50-hp. electric motor and operates at 3,600 rpm. The knife has a top saw tooth section that prebreaks the meat while the bottom edge, which moves against the plate, does the emulsifying. An impeller beneath the plate creates a vacuum and pulls the emulsified meat through the plate openings and discharges it through the spout. The emulsifying section can be cleaned quickly. Replacement of plate or knife to change the fineness of emulsion can be done in minutes. John E. Smith's Sons Co., Buffalo.

8. TWO HEAT-SENSITIVE labels are placed on packages of sliced sausage. The packages continue under a roller sealer to secure the labels to package faces. The unit will handle the output from a packaging line using standard slicers. The magazine holds enough labels for several hours. Speed of belt and pickup cups coordinate label placement with desired output. Miller & Miller, Inc., Atlanta.

9. ENLARGED CIRCULAR KNIFE permits lifting lean meat from fat back. The circular blade makes a closer separation between the fat and lean than is possible with a straight blade. The unit is powered by a flexible shaft from a fully-enclosed electric motor. The gear head can be disassembled for cleaning or knife sharpening. Bettcher Industries, Cleveland.

10. NEW GRINDER has a large hopper with a self-feeding screw. The grinder screw, in turn, feeds the meat into three separate knives and plates producing a progressive reduction in particle size. The grinder has two speeds to compensate for differences in product resistance. The motor is fully enclosed. Parts of the machine contacting meat are made from corrosion-resistant metals. The C. Schmidt Co., Cincinnati.

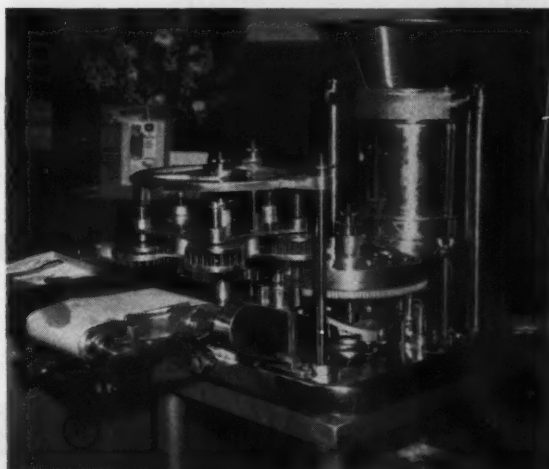
11. SHAPER WILL FORM up to 3,600 patties per hour. The unit has a series of displacement pockets that pass under the feed hopper; the formed patties are picked up by the discharge section which places them on interleaved sheets and deposits them on the takeaway conveyor. The unit is made of stainless steel and can be cleaned quickly. Operation does not require special skill. Unit forms patties up to 6 oz. and will handle any type of ground meat. Automatic Food Shaping Co., Inc., New York, N. Y.

12. ALL-ELECTRIC TRUCK REFRIGERATION system can be operated from 110-volt, single-phase current during standby. Alternator provides a constant source of electric power for on-the-road operation regardless of truck engine speed. Compressor has low head pressure and automatic overload protection. Evaporator sizing reduces tendency to frost and constant fan operation defrosts on the off-cycle. Complete unit weighs 600 lbs. and uses Freon 12 as refrigerant. Coldmaster-Truck Refrigeration Division, Waterloo, Iowa.

13. NEW BOX is designed to provide pork loins with maxi-

mum protection in mixed load shipments. The box has two wooden strips applied by a special process to its walls and successfully supports the weight of product placed on top of it. Product in the box does not carry any of the weight of beef sides, other boxed items, lard tins, etc. The box has die-cut handles that permit an easy grip and quick handling by delivery personnel. Boxcraft Corp., Chicago. (See page 135.)

14. NEW POWER SAW has ring mount that permits a 240° turn. The unit is designed for rapid breakup of beef sides on rail. Its 13-in. blade is powered by a 2-hp. motor and

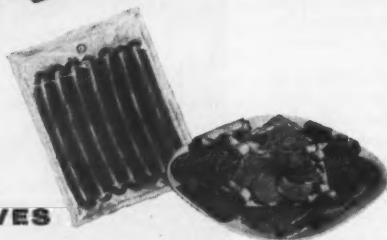




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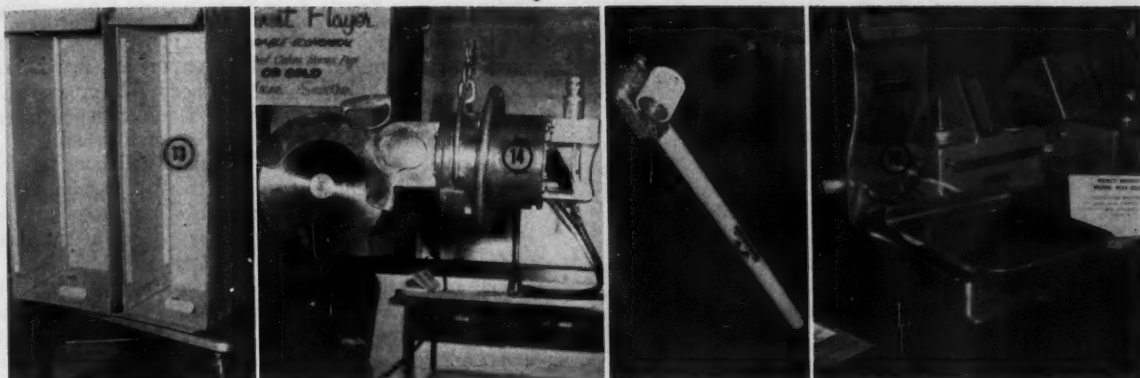
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it has trigger action control and a ring holder mounted to the base of the motor that facilitates guiding the saw in horizontal cutting. The blade can be removed for sharpening. Kentmaster Mfg. Co., Los Angeles.

15. FELT RESERVOIR AUTOMATICALLY inks the brand roller, assuring a smooth and even branding of carcass meat. Worker's efficiency is increased as he need not pause to re-ink the roller after every stroke. The roller wheels can be changed in seconds for different grades or brands. Unit is furnished with high- and low-rail handles. Everhot Mfg. Co., Maywood, Ill.

16. MADE ESPECIALLY FOR RAPID and close tolerance weighing of sliced bacon, the scale's indicating needle travels 1/16-in. per gram (about 1/32 oz.). The face of the dial is divided into over and under sectors and only the indicating side lights up as a package is being weighed. The platter is large to accommodate a shingled spread of sliced bacon. The scale is made of stainless steel and is enclosed for maximum protection. The Exact Weight Scale Co., Columbus, Ohio.

17. DESIGNED TO COMMINUTE meats to a fine emulsion, the emulsifying unit is attached to the discharge of a grinder which makes the first reduction. The machine is now being used in test production of low temperature-rendered lard. In the test plant the grinder reduces the material to 1-in. size. The unit can be quickly disconnected from the grinder and its component parts can be removed for cleaning. It is claimed the machine can be used in the production of sausage emulsion. Pavia Process, Inc., Timberville, Va., inventor, and Cincinnati Butchers' Supply Co., Cincinnati, distributor.

18. DOOR OPENING MECHANISM can be attached quickly to any cooler door and activated by push buttons, pull switches, electric eyes, etc. The unit assures positive and prompt closing of refrigerated doors. The door can be opened by contact with a wall area, which is especially suitable for operations where meats are lugged in or out of coolers. The door opener uses low voltage power and has two speed settings. J F & J Co., Inc., Philadelphia.

19. FOUR FILM POUCHES are carried under vacuum pull-

ing and sealing head at 6-second intervals. Operator places filled pouches in position on the run-around belt and the sealed pouches are discharged onto a takeaway belt. The unit will handle pouches up to $6\frac{1}{2} \times 7 \times 1\frac{1}{2}$ in. The machine can bleed back an inert gas in an 8-second cycle per four pouches. It will seal any of the standard pouch films. The unit can be cleaned quickly and is designed to permit component part replacements. The Cryovac Company of Cambridge, Massachusetts.

20. IMPROVED machine has simple control that permits rapid adjustment for degree of finish left on different grades of ham. In one action the machine is used to flesh the skin, place a collar on the ham and remove, as a piece, the fat covering. The operator feeds the ham in the horizontal plane. The even covering left on the ham is said to increase yield. The stainless steel machine, with fully-enclosed motor, can be positioned where needed on the packinghouse cutting floor. The machine is made by the Townsend Engineering Co., of Des Moines, Iowa.

21. A CORE OF PRODUCT, such as cheese or tamale sauce, can be stuffed in a frankfur link to expand variety. The filling units are set in tandem with two stuffers; one contains



the meat emulsion and the other the core. The diameter of the core may be varied. Stuffing time is approximately the



same as for meat emulsion. The unit is made of stainless steel and can be easily disassembled for adjustment and cleaning. Manufactured by the Cheezdog Corp. of America, Little Rock.

Pennsylvania Packer Wins TV Set

J. Carl Dalton, superintendent of Kunzler & Company, Lancaster, Pa., won the TV set awarded at the NIMPA convention by the J. F. & J. Company, Inc., Philadelphia, Pa., a meat industry supplier and an exhibitor.

Indianapolis Yards Rule Safeguards Competition

The Indianapolis Stockyards Company has revised its rule prohibiting dual representation on the market, effective May 1, it has been announced. The revised rule continues the company's policy and determination to ensure open and competitive marketing of livestock.

The new rule embodies certain regulations of the Secretary of Agriculture which recognize the danger inherent in any attempt by livestock commission men to represent both the farmer and the packer in the same transaction.

The rule requires that when a commission firm fills orders for packers out of livestock consigned to it or sells livestock to its own subsidiary, the livestock must first be offered for sale on the open market so that all buyers have a chance to bid on it, and the price at which the livestock is sold must exceed the highest bid offered by other buyers.

The Indianapolis Stockyards is the largest livestock market in the state of Indiana. During 1957 nearly 3,000,000 head of livestock were sold on this market.

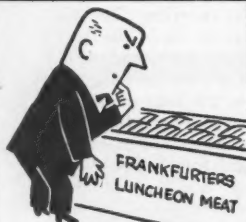
Limit Aussie Meat Exports to Non-U.K. Markets

The United Kingdom has decided not to increase the quantity of beef which Australia is authorized to ship to non-U. K. destinations under the U. K.-Australian meat agreement. Australia, whose meat production has been unusually large recently because of heavy slaughter in drought areas, requested an increase in shipments to non-British areas last October.

The proposal had been encouraged by the Australian meat trade, which had hoped to develop an export market in the United States for boneless beef.

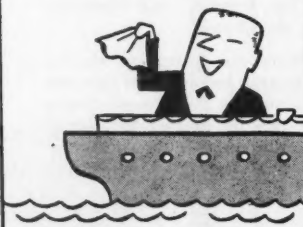
Says Pete, the Practical Packer

When women look at
but don't buy,
You had better
find out why.



If the color's
Gray or Brown
They'll be sure to
turn it down.

To keep meat selling,
profits nice,
And to prosper, here's advice:



Practical Pete's Sure Cure



"Sell more by using
pure, low cost l-ascorbic
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Check These Features

1. Automatic lift brings the thawed block to operating table height.
2. Automatic feed conveys frozen block to cutting blade. Block is cut to any desired thickness from $\frac{5}{8}$ " to 3".
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4. Low maintenance cost. All parts are stainless steel or corrosion resistant.

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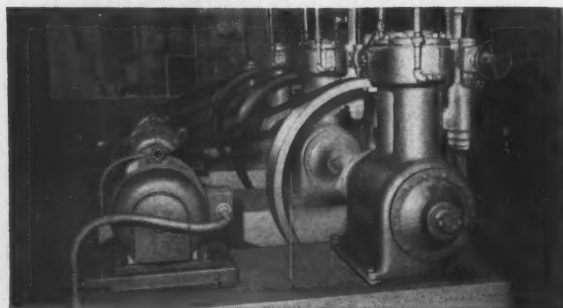
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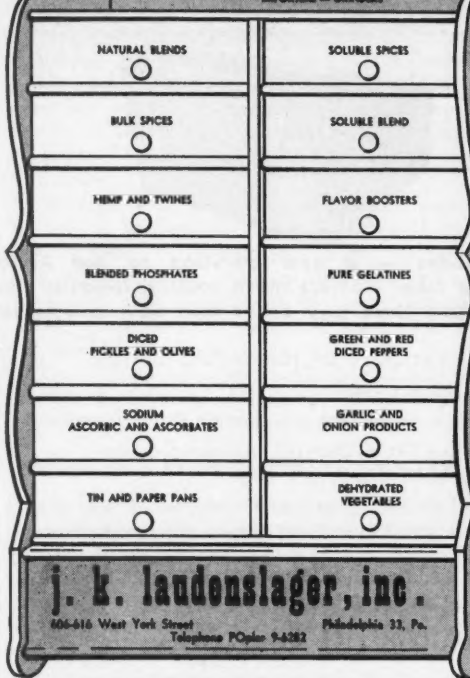
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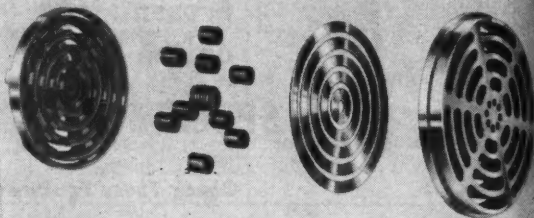


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The Meat Trail...

Bowman Succeeds Sinclair as Chief of USDA P. & S. Branch

DONALD L. BOWMAN has been named chief of the USDA Packers and Stockyards Branch, succeeding LEE D. SINCLAIR, who recently was appointed a deputy director of the Livestock Division. Bowman previously was head of the trade practice section of the P. & S. branch.

The new P. & S. chief has been employed by the branch since 1945, serving in the New York and Chicago field office before going to Washington, D. C., in 1951. He is a lawyer and a member of the bar in Illinois and Virginia.

Federal Inspection Granted To Sugardale at Canton, O.

The Sugardale Provision Co., Canton, O., has been granted federal meat inspection. Dr. M. J. ROMINE, head of the Cleveland regional office of the U. S. Department of Agriculture, announced. Company officials said that distribution of Sugardale products will begin May 5 in Pennsylvania and West Virginia.

The federal inspection, requiring five full-time inspectors, will replace inspection by the Canton health de-



SUGARDALE OFFICIALS (l. to r.) Arthur, William and Leo Lavin with Dr. M. J. Romine.

partment. Dr. Romine said that Sugardale's conversion from city to federal inspection is one of the largest in the country in recent years.

The 550-employee firm recently completed a \$1,250,000 expansion of its Harmont ave. N.E. plant (see the NP of February 8, 1958). The company also has a plant on McKinley ave. S.W. in Canton.

Sugardale was founded in 1920 by the late HARRY LAVIN and his sons, LEO, WILLIAM and ARTHUR. Leo is president; William is vice president, and Arthur is secretary-treasurer.

Two Descendants of Swift Founder Move Up in Firm

Election of a new vice president and assistant vice president of Swift & Company, Chicago, has been announced by PORTER M. JARVIS, presi-



G. H. SWIFT



E. F. SWIFT

dent. The board of directors elected GEORGE H. SWIFT, JR., grandson of the company's founder, a vice president and EDWARD F. SWIFT, III, a great grandson of the founder, assistant vice president.

Both have had extensive experience with the company.

Since 1952, George Swift has been assistant vice president of beef, lamb, veal, hides and wool. He will continue supervision over these departments. The new vice president began his Swift career in 1939 at Somerville, Mass. From 1950 until 1952, he served as manager of the Swift meat packing plant at Evansville, Ind. In June, 1952, he was elected assistant vice president.

In his new post as assistant vice president, Edward Swift will assist the president. He joined Swift in 1948 as a member of the Chicago plant provision department. After working in several Chicago departments of the company, he became manager of the Evansville plant in

1955. For the past year, he has been assisting vice president E. D. FLETCHALL in the management of the company's meat packing plants.

Several Executives Promoted To New Wilson & Co. Posts

The promotion of several executives of Wilson & Co., Inc., Chicago, has been announced by JAMES D. COONEY, president.

W. O. FRASER, formerly Cedar Rapids (Ia.) plant manager, moves to London, England, where he will succeed W. E. GREATREX as managing director of the company's European business. Greatrex will retire next January 1.

H. B. HOUSH, formerly manager of the Wilson plant at Albert Lea, Minn., succeeds Fraser as Cedar Rapids plant manager. H. S. AMALONG, former assistant treasurer of Wilson in Chicago, was appointed administrative assistant to Housh.

Succeeding Housh as plant manager at Albert Lea is C. E. CAIRNS, who moves up from assistant manager. R. S. WHEELER, former manager of hog buying for Wilson's Chicago headquarters, was named administrative assistant to Cairns.

F. E. DUBACH has been appointed assistant treasurer and credit manager of the company. He previously was vice president and secretary of Wilson Sporting Goods Co., a Wilson & Co. subsidiary.



H. B. HOUSH

Big Festivities to Herald Expansion of Iowa Plant

Special railroad cars carrying 40 to 50 officials, customers and other guests of Marhoefer Packing Co., Inc., Muncie, Ind., will leave the Union Station in Chicago on Friday night, May 9, for a tour of the expanded Marhoefer beef plant at Postville, Ia., and festivities that will include the selection of "Miss Marhoefer of Iowa."

Capacity of the plant, now 2,500 cattle a week, has been quadrupled since Marhoefer acquired it in January, 1956, following short periods of operation by a local group of businessmen and farmers and a New York firm. About 75 per cent of the

output will be top butcher cattle for out-shipment and 25 per cent will be boned product. A new push-button rendering operation and an automatic boning operation will be among advances seen by the guests in a special tour on Saturday morning.

At noon on Saturday, the Commercial Club of Postville will conduct a beauty pageant to select "Miss Marhoefer of Iowa" from among contestants from all over the northeastern part of the state, and the city of Postville will conduct a tournament for marching bands from the same area. A huge parade, led by the Iowa state police, will follow the selection of the

beauty queen. The beauty and band contestants will participate.

The parade will lead to the city park platform where the mayor will present the keys of Postville to JOHN H. MARHOEFER, president of Marhoefer Packing Co., and the Iowa secretary of agriculture will speak. The parade will continue to the Marhoefer plant where refreshments will be served to the public, and the entire plant, operated by a skeleton crew, will be on display. The Marhoefer German band will offer entertainment during the open house and on the private train. Arrangements also have been made for golf enthusiasts to play on a nine-hole course.

The private cars will leave Postville shortly after midnight and arrive back in Chicago about 9 a.m. Sunday. The guests will include meat merchandisers and buyers from metropolitan New York, Philadelphia, Chicago and other cities.

OLIVER MOON is manager of the Postville plant, and BILL BRINKER is general superintendent. The plant is serviced by the Milwaukee Road. The company has a sizable fleet of its own refrigerator cars as well as a fleet of hanging trailers with Thermo King refrigeration.

PLANTS

F. & M. Packing Co., San Leandro, Calif., is adding 4,000 sq. ft. of floor space to its plant, which now has an area of about 7,000 sq. ft., E. A. FIERA, president of the four-year-old sausage firm, and WALTER MATTOS, treasurer, announced. The expansion will cost about \$20,000. The present packaging room is being enlarged, and a new addition will provide an office and shipping cooler. The wiener packaging and Cryovac lines will be extended; a U. S. bacon slicer and wrapping table will be installed and a Ty-Linker added to the two in use. A three-rack smokehouse has been installed to augment two others, boosting the plant's smokehouse capacity to 12 racks.

Nemecek Bros., West, Tex., is building a new chill cooler and also is planning a new killing floor, RAYMOND NEMECEK reports.

The Small Business Administration has approved a loan of \$250,000 to The Ohio Provision Co., Cleveland.

The A. Y. O. Packing Co., New Britain, Conn., will begin prepackaging meat in the near future, the firm has informed the NP.

The plant now occupied by Wm. H. Peters, Inc., at Seventh and Sayford sts., Harrisburg, Pa., is to be

torn down by the city's redevelopment authority.

Del-Val Beef Co. has been organized in Philadelphia to "buy, sell at wholesale and retail, meats, meat products, hides, poultry, poultry products and all other meat products." MARVIN JOSEPH LEVIN is the attorney for the new business corporation.

JOBS

L. E. WINNETT, who has been serving as sales manager and assistant plant manager for John Morrell & Co. at Sioux Falls, S. D., has been appointed an assistant director of sales for the company, W. W. McCALLUM, president, announced. In his new post, Winnett will report to H. T. QUINN, director of sales for the company. His headquarters will be in Ottumwa, Ia. V. M. KLEESPIES also holds the position of an assistant director of sales.

BRUCE C. HARTMAN has been named executive sales manager for "Dream Diets" frozen dinners made by Diets of Rochester, Inc., Rochester, Minn. His headquarters will be in Chicago. Hartman is president of the midwestern chapter of the National Prepared Frozen Food Processors Association.

DEATHS

EARL H. BERKY, vice president and sales manager of Wiederhold Sausage Co., St. Petersburg, Fla., died suddenly April 25. He had been associated with the company since 1950 and was a veteran of 42 years in the meat industry. Berky served as a market editor of THE NATIONAL PROVISIONER DAILY MARKET & NEWS SERVICE for several years and later was a buyer and industrial specialist at the U. S. Army Quartermaster Depot in Chicago. He formerly was a sales executive with several eastern packers.

EDWARD LAWRENCE CHAISA, 72, retired assistant manager of Wilson & Co. at Richmond, Va., is dead.

TRAILMARKS

A. J. (JACK) JESSEE, general manager of Shen-Valley Meat Packers, Inc., Timberville, Va., has been elected a director of the Virginia state Chamber of Commerce.

L. W. (BILL) HENKE of the sales department at The Rath Packing Co., Waterloo, Ia., has announced that he is a candidate for president of the Iowa Junior Chamber of Commerce. The election will be in June during the state Jaycee convention at Davenport. Henke now is serving as a

national director on the state executive committee. He has been president, vice president and a director of the Waterloo Jaycees.

The Virgin Islands Corp. is soliciting proposals for necessary architectural and engineering services in connection with the preparation of plans and specifications for the redesign and renovation of an abattoir built in 1941 for the slaughter of cattle, hogs, and other small animals on the Island of St. Croix. Details are available from the president of the government-owned corporation, situated in Christianssted, St. Croix, Virgin Islands.

An American Meat Institute gold emblem in recognition of more than 50 years of service in the meat industry has been awarded to ELMER J. BERGSTROM, who retired last fall as a salesman and collector at the Seattle branch of Geo. A. Hormel & Co. Bergstrom, who began his career in the retail meat business in 1905, joined Hormel at Seattle in 1937. The 50-year award was presented to him by M. F. LANGOW, Hormel's northwest branch manager.

LAWRENCE (LARRY) BURNS, who served as a cattle buyer for Armour and Company for 21 years, has joined Walnut Grove Products Co., Atlanta, Ia., as a specialist in the beef service division. Burns resigned as head cattle buyer for Armour at Kansas City in 1955 and has been associated with a pharmaceutical firm. His father, P. C. BURNS, served 50 years with Armour and his grandfather, T. J. BURNS, was with Armour 20 years.

JOHN SCHMIDT, assistant to the manager of the Ottumwa (Ia.) plant of John Morrell & Co., has been named co-chairman of a committee that will direct the Community Chest drive in Ottumwa next fall. G. L. ALSOBROOK, office manager for Morrell, and E. A. Ross, manager of the central sales division, were named to the budget committee.

WALTER L. HEGEMAN, sales manager of Tobin Packing Co., Inc., Albany, N.Y., served as a member of a panel of sales executives who participated in an Albany television program to acquaint high school pupils with business fundamentals.

The four top animals at the Northeast Mississippi Livestock Show were purchased by Bryan Brothers Packing Co., West Point, Miss. The firm paid 47½¢ a pound for the 980-lb. grand champion steer, 35½¢ a pound for the 840-lb. reserve champion steer, 27½¢ a pound for the 208-lb. grand champion hog and 23¢ a pound for the 172-lb. reserve champion hog.

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tastefully seasoned and
deliberately slow cured gives Harding's that
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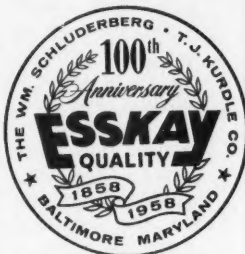
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SAVE UP TO 50% of your handling costs per year with the new... PERMANENT... DURO MEAT BOXES...



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Weights only 6¾ lbs.
Great payload savings.

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Rubber-plastic
compounds make
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Non-porous material
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No paper linings necessary.
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DURO MEAT BOXES NEST WHEN EMPTY,
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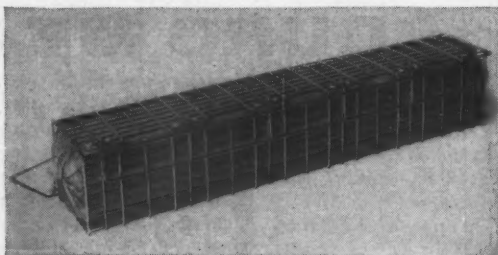
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Holds product consistent in weight and size for weighing by slice count. More slices with fewer loadings. Fast opening and closing to speed up handling. Use the new FRANK STYLE extra length (4x4x24) stainless steel sausage mold to lower the cost of your pre-slicing operation. The savings in end wastes will more than pay for the cost of the molds. Order today!

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Sales Promotion Campaign Of Packer Wins Top Honors

Oscar Mayer & Co. won top honors for its 1957 sales promotion campaign at the fourth annual meeting of the Premium Industry Club. The company's "space campaign" was awarded first prize in the nation in the "best sales presentation to sales personnel" category.

"Little Oscar," the company's midget chef and sales promotion rep-



"LITTLE OSCAR" accepts award for company from John Kumler, chairman of awards committee, with Jerry Keefe, Oscar Mayer's promotion manager, who created program.

representative, accepted the award for the firm at the meeting in Chicago.

The campaign was created by Jerry Keefe, Oscar Mayer sales promotion manager, to capitalize on the excitement generated by news events relating to missile launchings, planned satellites and space travel speculation. "Space" as a theme was a two-pronged idea, one relating to the events of the day, which lent themselves to copy and illustrations, and the other tied to the basic purposes of the campaign, which were to obtain more space for product in the dealers' cases, more space in the store for point-of-sale materials and more product space in his ads.

The material distributed to the Oscar Mayer salesmen was designed to obtain these objectives through dramatic presentation of sales messages. One piece, for example, was a small monitor which when held to the eye presented a color transparency bearing a sales promotion message. Scheduled for spring and early summer promotion of wieners and luncheon meats, the entire campaign was produced within the company.

North Carolina Processing

North Carolina's state board of conservation and development approved an allocation of \$8,500 to the Raleigh Farmers Market for a facility for processing and packaging food products.

Restaurant and Hotel Men Speak on Food Marketing

Leading restaurant and hotel operators were featured speakers this week at the third annual institutional marketing conference which was sponsored by the Institutional Food Manufacturers of America on Friday and Saturday, May 2-3, at the Conrad Hilton Hotel, Chicago. Among the speakers were Larry Hilaire and Joseph Schensul, president and vice president, respectively, of the National Restaurant Association. A panel of restaurateurs and hotel operators revealed "How I Like to be Sold." International president Philip Connelly of the Executive Stewards' and Caterers' Association discussed "The Steward Looks at Business Today," and Dr. John Perryman, executive secretary, American School Food Service Association, presented a factual report on "The School Lunch Market."

CowBelles' 'Father of the Year' to Get Live Steer

Three noted Americans will make final selection of the 1958 "Father of the Year," it was announced by American National CowBelles, service and social organization of ranch women. The judges will be Alex Dreier, well-known NBC commentator and lecturer; Dr. Perry E. Gresham, president of Bethany College, Bethany, W. Va., and Mrs. Stephen J. Nicholas, executive director, General Federation of Women's Clubs.

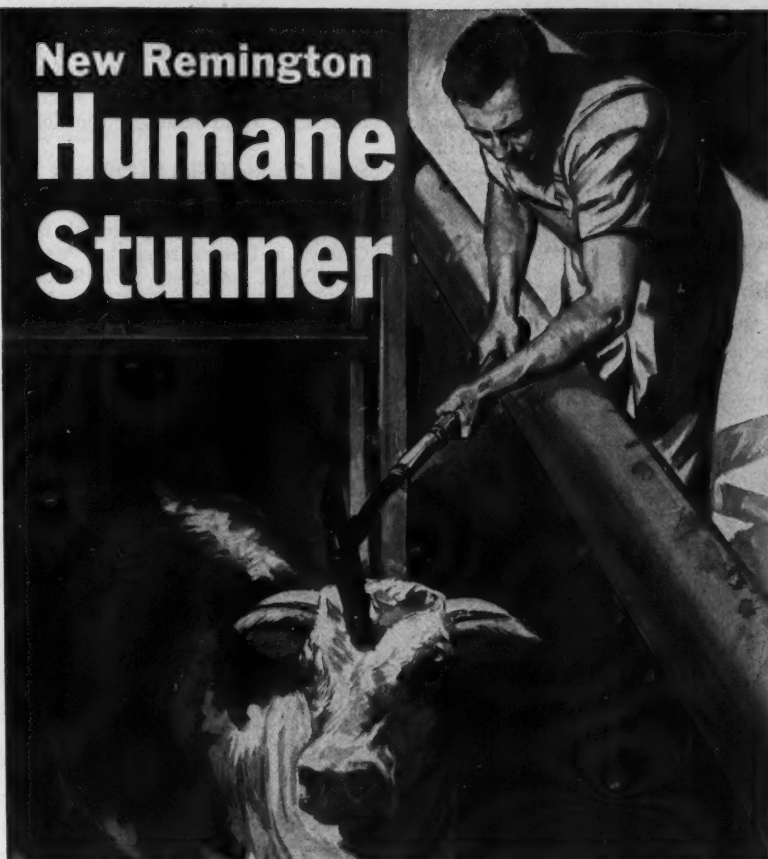
The winner of the competition, now being conducted nationally, will be announced in early June. The winner and his wife will be guests of the CowBelles for a June vacation at a Colorado resort hotel and at a famous mountain ranch. They will also receive many gifts of beef and leather—including a live Hereford steer.

Oil Chemists Win Prizes In Check Sample Series

Leading participants in the 1957-58 Smalley collaborative check sample series received prizes from committee chairman R. W. Bates of Armour and Company, Chicago, recently during the 49th annual meeting of the American Oil Chemists' Society in Memphis.

Of 90 collaborators in the tallow and grease series, E. R. Dube, Swift & Company, Jersey City, N. J., won first place with 99.77; R. L. Goode, Colgate-Palmolive Co., Jeffersonville, Ind., second place with 99.73, and Harold Beard, Armour and Company, Spokane, Wash., honor-

New Remington Humane Stunner



**One light tap renders animal instantly unconscious
... without damage to hide or skull!**



▲ **Special Penetrator Assembly**
can replace stunning knob when skull or hide damage is not a factor.

◀ **Rapid-Action Stunning Instrument**

Only seconds are required to load, position and discharge the Humane Stunner. Spent Power Load is mechanically ejected. Action is fast and sure, permitting knocker to keep pace with busiest production lines.

Here's the modern stunning instrument that offers high efficiency, safety and ease of use. Remington 22 caliber Power Loads drive a piston-mounted stunning knob, which delivers a powerful, consistently uniform blow. Animal is rendered unconscious instantly, painlessly.

Functional design of the Humane Stunner reduces fatigue, permits knocker to stand in comfortable position for accurate, single-blow stunning—even after hours of operation.

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Please send me free booklet about the Humane Stunner.
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able mention with a score of 99.50.

Of 56 collaborators in the edible fat series, F. A. Adams, Procter & Gamble, Long Beach, Calif., won first place with 99.03, and R. A. Marmor, Pillsbury Mills, Inc., Minneapolis, second place with 98.03. Honorable mention went to William Stewart, Swift & Company, Atlanta, with 96.78.

Barrow Show Sept. 16-19

National Barrow Show officials, after meetings with the various breed groups, have set September 16-19 as the time for this year's event, it has been announced. The setting again

will be Austin, Minn. Rules and regulations governing entries, etc., will be the same as last year. The National Barrow Show is often referred to as the "world series of swinedom."

Beef Council Elects Officers

Delegates attending the third annual meeting of the National Beef Council in Denver re-elected A. Edwin Karlen president, Don Bartlett, vice president, and R. A. Burghart, secretary-treasurer. In other action, the need for a national beef promotion program was affirmed, with emphasis of the drive to be in large population centers. It was also re-

solved to establish a board of control which would have power to make final arrangements for a permanent staff and be headquartered in Denver.

N. Y. Labor Law Proposal

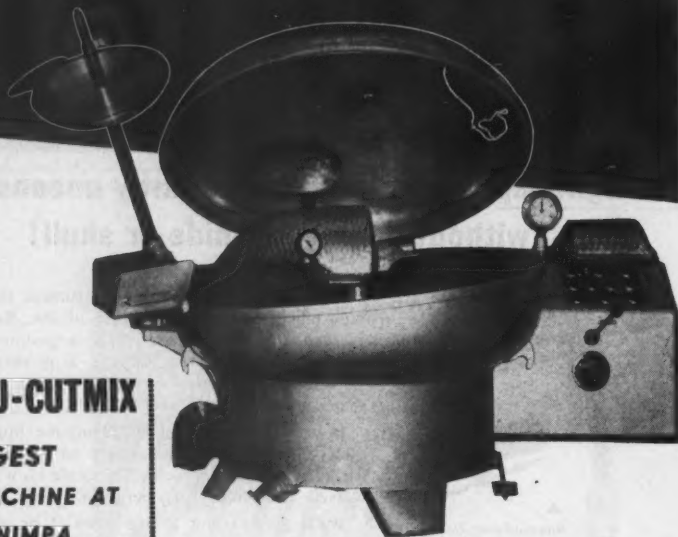
State legislation aimed at preventing corruption within labor unions was recommended to Governor Hariman of New York by a special committee he named to study the issue. The committee, in an interim report, proposed legislation to:

Make union officials responsible as fiduciaries for the handling of union funds; define certain activities by union officials as constituting conflicts between their personal and union interests; require unions to furnish members with adequate financial reports and to file copies with the state; and require unions to maintain minimum standards of accounting and record keeping.

Taking notice in its report of the argument that state legislation in this field should await action by the federal government, the committee said: "The state can and should legislate to protect the rights of its citizens who are union members. The need for state legislation rests primarily on the inadequacy of federal legislation. Although various proposals have been made for new federal legislation, this does not justify delay."

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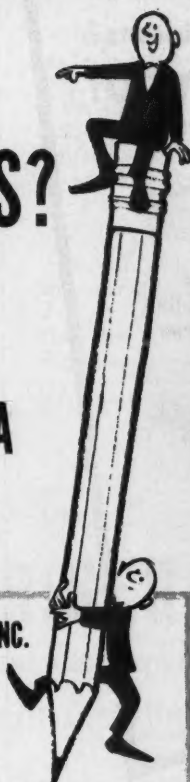
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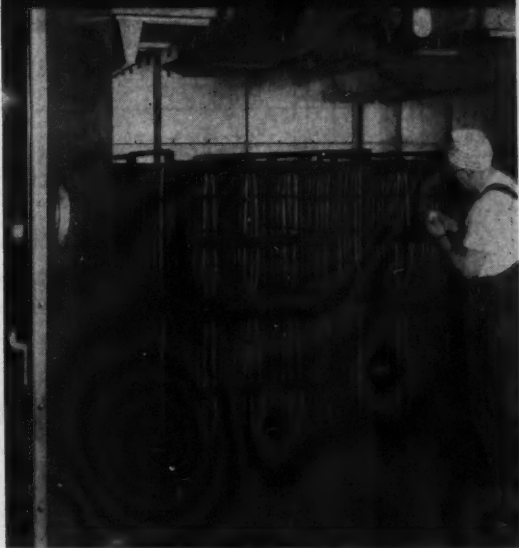
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Philippine Republic Limits Meat Imports; U.S. Affected

United States exports of meat to the Philippine Republic have been greatly restricted by government austerity measures to conserve foreign exchange, the Foreign Agricultural Services has revealed.

A February memorandum of the Central Bank banned all imports of livers, kidneys, tongues, and hearts; smoked, dried, or salted beef and veal; sausages of all kinds (except Bilbao type); canned beef; meat pastes and spreads.

Imports of meat and meat products are now restricted to fresh beef, fresh mutton and lamb, corned beef (not canned), and meat extract. The result of the new restriction is to virtually close the Philippine market to U.S. products.

U.S. exports of meat to the Philippines last year totaled 7,200,000 lbs. including 1,400,000 of canned beef, 3,000,000 lbs. of canned sausage, 1,900,000 lbs. of other canned meats, and 800,000 lbs. of frozen variety meats. Imports from the U.S. accounted for about 31 per cent of total imports compared with 37 per cent in 1956. Other principal sources were Australia, Argentina, and New Zealand.

The U.S. entered into a Public Law 480 agreement with the Philippine Republic in 1957 to sell \$500,000 worth of frozen beef livers, kidneys, hearts, and tongues, with payment in Philippine pesos. However, only token amounts of these products were actually delivered under the agreement. No other shipments are contemplated.



"TIME TO BUY," points out Milton Lefson of Kosher-Zion Sausage Co., Chicago, as he looks over 5-ft. plastic illuminated display designed and made for firm by Sell-Print, Inc., Chicago. Double-face sign, made as superstructure for Hussmann refrigerator case, is stimulating sausage sales in a Chicago supermarket.

Flashes on suppliers

TEE-PAK, INC.: FRANK PROCTOR has been named a sales representative, it was announced by L. B. TAUBER, sales manager of this Chicago manufacturer of cellulose casings and plastic packaging material. Proctor has been assigned to the firm's northern California sales territory.

MILPRINT, INC.: Appointment of IRV SCHILDKRAUT as a sales representative of this Milwaukee packaging firm in metropolitan New York, was

announced by BERT HEFTER, vice president and general sales manager.

VISKING CO.: GEORGE BERGLUND has been appointed a sales representative for the Food Casings division of the Chicago company, which is a division of the Union Carbide Corp. Berglund will be in charge of a newly-created sales territory, including Oregon, Washington and northern California.

CLARENCE MORGAN, INC.: This manufacturer of chemicals announced that it has joined forces with CERTIFIED PROTEINS CORP. in the distribution of edible sodium case-

inate and related products. The office and warehouse of Certified Proteins Corp. will be consolidated with facilities of the Morgan company at 320 West Ohio St., Chicago.

PORTCO CORP.: ROBERT L. BURNSIDE has been appointed a sales representative for Washington, British Columbia, Idaho, Montana and eastern Oregon, according to EDWARD H. LOOK, vice president in charge of sales. Burnside will head the Seattle office at 444 Dexter Horton bldg.

CENTURY ELECTRIC CO.: This St. Louis manufacturer of motors has built two new, modern office-warehouses in Fairview, N. J., and in Cleveland. FRANK HATFIELD is manager of the Cleveland office, and GUNNAR MOE is manager of the New Jersey office.

MERCK & CO., INC.: Reorganization of the sales and marketing area of the Chemical division of this Rahway, N. J., firm into four separately-functioning departments has been completed. The four area directors are H. P. SARKISON, medicinal products; J. E. MCCABE, agricultural products; R. W. HAYES, general products, and G. C. MOORE, distributive products. The four area directors will report to T. J. TREACY, director of sales and marketing.

DODGE & OLCOTT, INC.: This New York City manufacturer of essential oils, flavors and dry seasoning materials announces the appointment of JOHN THOMPSON as vice president of its Canadian affiliate in Toronto.

RHODIA, INC.: FRANK L. PEIRSON has been appointed to the Alamask Odor Control division of the company in the western district. He is well known throughout southern California in the field of sewage and industrial wastes.

PURE CARBONIC CO.: J. W. HARR, formerly warehouse manager, Detroit, has been appointed assistant regional distribution manager at Chicago, it was announced by C. W. KING, regional manager. Pure Carbonic Co., New York City, is a division of Air Reduction Co., Inc.

PATERSON PARCHMENT PAPER CO.: This Bristol, Pa., manufacturer of vegetable parchment and many specialties announces the relocation of its New York sales office to 375 Park Avenue, New York 22.

HOWE SCALE CO.: RICHARD F. STRAW, sales vice president of this Rutland, Vt., company, has been transferred to Atlanta, Ga., to supervise sales in Florida, Alabama, Georgia, South Carolina and Tennessee.

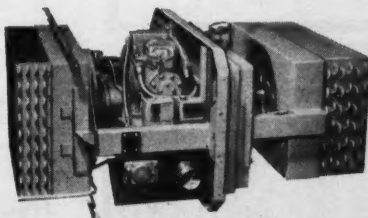
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The new Model BNE-100 COLDMOBILE "Wholesaler," shown with attractive plastic housing removed. Note aircraft-type, lightweight construction and simple, accessible 2-section design. It's one of many new COLDMOBILE units.



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Meat's a Bargain; Packers Will Welcome Price Inquiry, Forbes Informs Senator

Western meat packers will welcome a Senate investigation into the cause of current meat prices, E. Floyd Forbes, president and general manager of the Western States Meat Packers Association, declared recently.

Forbes, in a telegram to Senator Thomas H. Kuchel (R-Calif.), said the packers favor an inquiry because they are confident "it will reveal that meat is a bargain even at today's prices."

Kuchel recently was asked by the leader of a Southern California housewives' meat boycott to initiate an investigation by the Senate agriculture committee into the cause of meat prices presently prevailing in retail stores. He announced he would ask such an inquiry.

"We know and we want the American people to know that fluctuations in the price of meat are the price they pay for the healthy operation



E. F. FORBES

of the law of supply and demand in the meat business," Forbes wired Kuchel. "The present level of beef prices is due primarily to a shortage of cattle brought about by a substantial shrinkage of supply. Prices will react when supply again approaches a balance with demand. Any investigation which brings out this economic fact of life clearly for the understanding of the American people will perform a public service. We welcome the kind of an investigation which you propose."

Supporting his claim that meat is a bargain even at today's prices, Forbes informed the senator:

"The price of meat must, at all times, be viewed in relation to the price of other commodities and in relation to the average earnings of American workers. By both of these standards, meat is a bargain today. During the past year, meat prices have been less than 1 per cent higher than they were at the outbreak of the Korean War, according to the U. S. Department of Labor, Bureau of Labor Statistics, retail meat price surveys. According to the same source, overall American family living costs

have risen an average of 19 per cent since 1950.

"The average disposable income per person has increased nearly 50 per cent in the same period, moving up from \$1,173 in 1948 to \$1,758 in 1957. As a result, Americans last year spent only 5 per cent of their disposable income per capita for meat, compared to 7.23 per cent in 1948. For this smaller percentage outlay, they obtained more meat—159 lbs. of meat per capita in 1957 compared to 145.5 lbs. in 1948."

World Hog Numbers Continue To Grow Larger Last Year

World hog numbers continued to increase in 1957 and set a new record high of 386,140,000 head, the Foreign Agricultural Service has reported. This was more than 2 per cent greater than the 376,920,000 a year earlier and 10 per cent above the 1951-55 average of 349,932,000.

During 1957 hog numbers rose 9 per cent in the U.S.S.R. to 44,300,000 head, 5 per cent in Western Europe to 59,031,000 and 3 per cent in Eastern Europe to 42,441,000 head. The increases in North America, South America, and Asia were around 1 per cent in each. There was little change in Africa, but moderate decreases in Australia and New Zealand.

Hog numbers have increased sharply during the past few years in South America, Europe and the U.S.S.R. Official estimates placed hog numbers in the U.S.S.R. on January 1, 1958 at 55 per cent above the 1951-55 average. Numbers in South America have increased 22 per cent to 51,023,000, in Eastern Europe 20 per cent, and in W. Europe 15 per cent.

Numbers in Oceania were 8 per cent above the 1951-55 average and in Africa 6 per cent. Numbers in North America, however, declined around 1 per cent to 65,287,000 head from the 1951-55 average. Probably hog numbers in Asia were also below the 1951-55 average, because numbers in Mainland China were below a peak reached in 1954.

Now Its 'Pigloos' For Hogs

A "revolutionary" housing and management plan for low-cost raising of meat hogs has been revealed by Nutrena Mills, producers of animal feeds. The new system, termed "Pigloo," provides for antibody protection, isolation, natural birth and protection of the young. The "Pigloos" are specially-designed prefabricated individual birth compartments.

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ALL MEAT . . . output, exports, imports, stocks

Meat Output Up; Larger Than Last Year

Meat production continued to work upward last week, and for the first time since September was larger than for the same period a year earlier. Volume of output last week reached 368,000,000 lbs. for a 6 per cent gain over the previous week's 346,000,000 lbs. and a 5 per cent rise over last year's 351,000,000 lbs. for the same April week. Slaughter of all animals except that of calves was larger than last year. Estimated slaughter and meat production by classes appear below as follows:

Week Ended	BEEF		PORK (Excl. lard)	
	Number M's	Production Mil. lbs.	Number M's	Production Mil. lbs.
April 26, 1958	330	182.5	1,180	158.6
April 19, 1958	308	171.9	1,105	148.5
April 27, 1957	325	179.6	1,092	146.1

Week Ended	VEAL		LAMB AND MUTTON		TOTAL MEAT PROD. Mil. lbs.
	Number M's	Production Mil. lbs.	Number M's	Production Mil. lbs.	
April 26, 1958	110	13.0	280	13.4	348
April 19, 1958	112	13.2	255	12.2	344
April 27, 1957	135	15.4	218	10.2	351

1950-58 HIGH WEEK'S KILL: Cattle, 462,118; Hogs, 1,859,215; Calves, 200,555; Sheep and Lambs, 349,561.
1950-58 LOW WEEK'S KILL: Cattle, 154,814; Hogs, 641,000; Calves, 55,241; Sheep and Lambs, 137,677.

Week Ended	AVERAGE WEIGHT AND YIELD (LBS.)			
	CATTLE		HOGS	
	Live	Dressed	Live	Dressed
April 26, 1958	1,005	553	240	134
April 19, 1958	1,000	558	240	134
April 27, 1957	987	553	241	134

Week Ended	CALVES		SHEEP AND LAMBS		LARD PROD. Per cwt.	Mil. lbs.
	Live	Dressed	Live	Dressed		
April 26, 1958	210	118	100	48	—	38.8
April 19, 1958	210	118	100	48	—	36.3
April 27, 1957	202	114	96	47	15.2	40.1

Low Cost, Quality Beef Aim Of California Group Program

A program to produce more high quality beef at lower cost to the consumer was launched in the San Francisco area at a recent meeting of livestock and meat interests. The objective of the program is to produce an abundance of tender, well-marbled beef with a higher ratio of lean to fat and bone, declared Robert O. Johnson, president of the California Cattlemen's Association, one of the sponsors of the meeting.

A resolution adopted by the group urged appointment of a beef research planning committee under the National Research Council. Another resolution called for the appointment of a beef research planning committee within the University of California at Davis to integrate a research program on evaluation of meat quality in the live slaughter animal. Other resolutions would improve meat quality by processing procedures, by study of the influence of physiological and environmental factors, and through breeding.

The group also suggested that the American National Cattlemen's Association consider a similar research and action program on a national scale, with a request that the secretary of agriculture give the program serious consideration in the allocation of funds to carry on the work.

Jan., Feb. Meat Exports Down From 1957

Exports of most meats from the United States in January and February were largely down from shipments of the same items in the two months of 1957, a U. S. Department of Agriculture report indicated. Exports of fresh beef and veal at 689,914 lbs. in February and 549,889 lbs. in January compared with 10,468,904 lbs. and 26,547,058 lbs. for the same two months of last year. Exports of some pork items were up for the two months, while those of others were down. U. S. meat exports by items are listed below as follows:

Commodity	UNITED STATES EXPORTS OF MEATS, JANUARY-FEBRUARY 1958-1957			
	January		February	
	1958 Pounds	1957 Pounds	1958 Pounds	1957 Pounds
EXPORTS (Domestic)—				
Beef and veal—				
Fresh or frozen (except canned)	549,889	26,547,058	689,914	10,468,904
Pickled or cured (except canned)	1,456,718	935,987	1,349,715	835,648
Pork—				
Fresh or frozen (except canned)	440,412	503,476	492,501	372,164
Hams and shoulders, cured or cooked	1,869,769	1,021,608	1,438,535	1,312,939
Bacon	411,206	288,456	1,984,917	159,315
Pork—pickled, salted, cured	1,040,978	6,446,131	721,880	4,439,514
Sausage, bologna, franks (except canned)	154,737	138,780	248,375	236,912
Meat, meat products (except canned)	41,863	12,395,593	2,325	6,492,877
Beef and pork livers, fresh or frozen	3,289,344	1	3,112,219	1
Beef tongues, fresh or frozen	1,159,472	1	2,144,380	1
Variety meats (except canned)	670,628	1	708,334	1
Meat specialties, frozen	211,870	1	232,164	1
Canned meats—				
Beef and veal	245,258	343,553	122,644	374,466
Sausage, bologna, franks	405,648	634,284	371,951	1,387,774
Hams and shoulders	73,550	28,518	75,492	1,812,935
Pork, canned	343,732	1,158,838	427,786	656,083
Meat and meat products, canned	804,516	375,399	343,158	690,067
Lamb and mutton (except canned)	180,665	75,052	41,537	132,034
Lard (includes r.p.f.)	32,904,873	37,811,138	35,762,492	36,379,522
Shortenings, animal fat (excl. lard)	86,196	17,820	105,956	85,000
Tallow, edible	444,230	585,880	510,713	806,977
Tallow, inedible	82,919,949	96,065,906	91,556,662	97,877,328
Inedible animal oils	157,753	2,340,530	201,067	2,212,764
Inedible animal fats	6,076,258	15,696,181	5,939,691	4,982,931

¹Not reported separately prior to January 1958. Compiled from official records, Bureau of the Census.

Meat Imports: Meat and meat food products inspected by Meat Inspection Division, A.R.S. when offered for importation in March 1958 included about 32,596,000 lbs. of beef and about 14,790,000 lbs. of pork compared with 13,900,000 lbs. of beef and about 9,000,000 lbs. of pork in March 1957.

Meat Index At New High

Based on a revised weighting structure, reflecting 1954 value weights, the wholesale price index on meat for the week ended April 22 at 110.7 represented a new high for the commodity. The average primary market price index on a broad range of consumer goods was down a shade at 119.4. The same indexes for the corresponding week of last year were 88.0 and 117.3 per cent, respectively. Current indexes were calculated on the basis of the 1947-49 average of 100 per cent.

U.S. LARD STOCKS

Stocks of lard and rendered pork fat at packing plants, factories and warehouses, refrigerated and non-refrigerated, on March 31, 1958 totaled 85,211,000 lbs. This volume compared with 91,338,000 lbs. in stock on the close of February and 119,122,000 lbs. in cold storage at the close of March last year.

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OPERATING

O-1 MEAT SLAUGHTERING AND PROCESSING \$5.00. Information helpful to small slaughterer or locker plant operator interested in killing and meat processing. Discusses: fundamentals; plant location, construction; beef slaughter, by-products; hog slaughter, inedible rendering; casing processing; lard rendering; track installations; curing; smoking; sausage manufacture.

O-2 SAUSAGE AND READY-TO-SERVE MEATS \$4.50. Covers manufacture of sausage and specialties, including meat loaves, cooked and baked hams, canned meats; technical problems of spoilage prevention.*

O-3 PORK OPERATIONS \$4.50. Revised; just off the press. Describes latest pork operations in modern plant; detailed description of popular meat type hog; how to grade live animal and carcass; curing, handling of pork specialties, refining of lard, and preparation of casings explained.*

O-4 BEEF, LAMB AND VEAL OPERATIONS \$4.50. Beef and small stock operations described in detail. Among subjects covered are slaughter, dressings, chilling, handling edible specialties, hides, other by-products.*

O-5 FREEZING PRESERVATION OF FOODS \$18.00. Covers all frozen foods comprehensively. Includes principles of refrigeration, storage, quick freezing, packaging materials and problems; specific comment on preparation and freezing of meats, poultry, fish, other items. Complete discussion through marketing, cooking, serving, transportation. 31 chapters, 282 pictures. 1214 pages.

O-6 HIDES AND SKINS \$8.75. A comprehensive work on rawstock for leather, covering takeoff, curing, shipping and handling of hides and skins; these subjects are discussed by experts in packinghouse hide operations, chemists, tanners, brokers and others based on lectures sponsored by National Hide Association. Jacobsen Publishing Co.

MANAGEMENT

M-6 MEAT PACKING PLANT SUPERINTENDENT \$4.50. General summary of plant operations not covered in Institute books on specific subjects. Discusses plant locations, construction, maintenance, power plant, refrigeration, insurance, operation controls, personnel controls, incentive plans, time keeping, safety.*

M-7 ACCOUNTING FOR A MEAT PACKING BUSINESS \$4.50. Designed primarily for smaller firms which have not developed multiple departmental divisions. Discusses uses of accounting in management, cost figuring, accounting for sales.*

M-8 PRODUCTIVITY AND COST REDUCTION IN THE MEAT INDUSTRY \$5.50. Deals with productivity and efficiency, man-hour and unit labor costs; plant layout and materials handling; incentives and work simplification; motion and time study and job evaluation; cost control; quality con-

trol; industrial engineering; productivity in hog and cattle killing; productivity in boning and the sausage kitchen; canning; efficiency in order assembly, etc.

M-9 NIMPA ACCOUNTING MANUAL FOR MEAT PACKERS. This book, compiled by Cletus Elsen and reviewed by special cost accounting committee of National Independent Meat Packers Association, makes available a simple but adequate accounting system and contains 52 sample forms. There are three sections: "The Purpose and Importance of a Cost Accounting System," "The Accounting System," and "Costs in the Meat Packing Industry." 111 pages, plus index; loose leaf. \$25 to members of NIMPA; \$50 to non-members.

SPECIAL TEXTS

S-8 BY-PRODUCTS OF THE MEAT PACKING INDUSTRY \$4.50. Revised edition covers rendering of edible animal fats, manufacturing lard and lard substitutes, inedible tallow and greases, soap, hides, skins, pelts, hair products, glands, gelatin, glue, feeds.*

S-9 MICROBIOLOGY OF MEATS \$6.00. New third edition. Microbiology of meat foods by the chief bacteriologist, Swift & Company. In addition to revised chapters on cured and comminuted meats, green discolorations, microbiology of beef and bacon, bacteriology of pork and other subjects, chapters have been added in cured meats, effects of cure on bacteria, bacterial spores, canned meats, storage of canned and packaged meats, etc.

S-13 MEAT THROUGH THE MICROSCOPE \$5.00. Discusses chemistry of curing, refrigeration, sanitation, spoilage, chemistry and manufacture of fats, oils, pharmaceuticals, feeds.*

S-14 MEAT CUTTING MANUAL \$2.60. New methods are described by which hotels and restaurants can cut beef, pork, veal and lamb carcasses to get greater yields, in comparison with retail cutting. 145 illustrations. Ahrens Publishing Company.

S-15 THE MEAT HOG \$4.75. Needs and problems in developing the meat-type hog to meet changing consumer demands for more meat and less fat are discussed by livestock expert Claude Hinman. He tells how it is possible to achieve general production of most suitable type of swine and marketing at best age to avoid market gluts. 320 pages and 145 illustrations. Indexed. The Daily Sentinel.

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P-15 THE SIGNIFICANT SIXTY \$15.00. The 376-page magazine format history of development and progress of the meat packing industry from 1891 to 1951. Over 250,000 words, more than 200 illustrations.

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H-17 FOOD PLANT SANITATION \$7.50. Milton Parker, Illinois Institute of Technology, in this handbook provides proved methods for solving problems of food sanitation. It makes available practices that are safe and in accordance with the law.**

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H-21 AMERICAN ELECTRICIAN'S HANDBOOK \$10.00. Gives proved, ready-to-use facts and information on the selection, installation, operation, care, application of electrical apparatus, materials. Contains complete data on wires, cables, splicing, installation and care of motors, capacitors, lighting equipment, etc.

*An Institute of Meat Packing Book.
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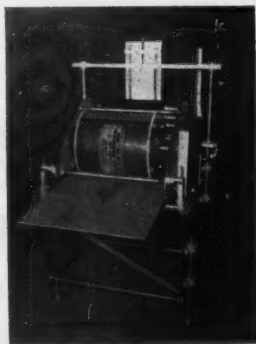
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cryovac-packed. We also ship wet-packed
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seasoning for wieners that is so right that
eager customers will keep reaching for your
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which has great
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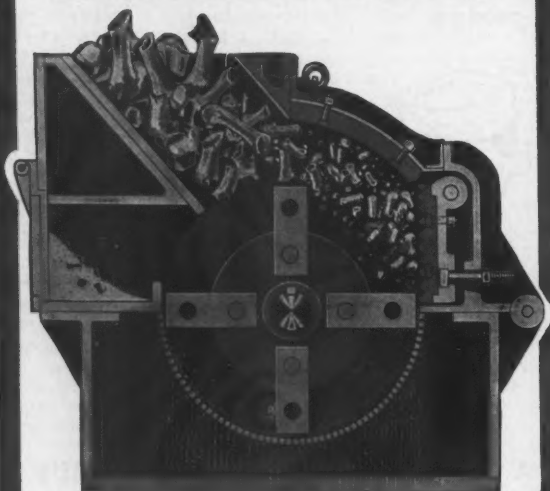
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Complete "packaged" by-product grinding plants
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MONTH
PROMOTION

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copy of this book! 80 pages of ideas that can help YOU capitalize on the spectacular 1958 National Hot Dog Month Promotion! Get started early! Get your request in now!

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V
1
3
8

The smaller hog kill showed in bacon, slicing of which declined to 63,766,000 lbs. from 70,722,000 lbs. in March last year. Rendering of lard fell to 141,251,000 lbs. from 171,818,000 lbs. last year.

Output of meat food products by the canning industry fell off considerably, with 36,369,000 lbs. packed in the larger containers compared with 43,098,000 lbs. last year, and that in the smaller cans declined to 120,776,000 lbs. from 150,668,000 lbs. in the four March weeks last year.

VOLUME of meats and meat food products prepared and processed under federal inspection in the four-week period of March 2 through March 29 at 1,271,302,000 lbs. was among the smallest for any similar period in years, and compared with 1,393,997,000 lbs. prepared last year. Manufacturers of sausage produced

115,549,000 lbs. of product, or about 3,000,000 lbs. less than in the same four weeks of last year. Volume of meat loaves, head cheese, chili, etc., at 14,514,000 lbs. compared with 14,859,000 lbs. a year earlier. Processors put up 40,380,000 lbs. of steaks, chops and roasts as against 42,684,000 lbs. last year.

**MEAT AND MEAT FOOD PRODUCTS
CANNED UNDER FEDERAL INSPEC-
TION IN THE FOUR-WEEK PERIOD,
MARCH 2 THROUGH MARCH 29, 1948**

Pounds of Finished Product—		
	Slicing and Institutional sizes (3 lbs. or over)	Consumer Packages or Shelf sizes (under 3 lbs)
Luncheon meat	10,538.000	8,026.000
Canned hams	17,586.000	424.000
Corned beef hash	280.000	5,979.000
Chili con carne	564.000	9,490.000
Viennas	216.000	4,186.000
..... in brine	89.000	133.000
Deviled ham	737.000
Other potted or deviled meat food products..	2,258.000
Tamales	175.000	2,659.000
Sliced dried beef	45.000	353.000
Chopped beef	5.000	198.000
Meat stew (all products)	158.000	10,334.000
Spaghetti meat products	214.000	6,136.000
Tongue (other than pickled)	55.000	54.000
Vinegar pickled products	428.000	853.000
Bulk Sausage	724.000
Hamburger, roasted or corned beef, meat and gravy	419.000	2,419.000
Soups	1,621.000	29,891.000
Sausage in oil	287.000	179.000
Tripe	383.000
Brains	145.000
Loins and picnics	2,834.000	72.000
All other meat with meat and/or meat by products—20% or more	259.000	7,197.000
Less than 20%	489.000	20,084.000
Totals	36,369.000	120,776.000

*This figure represents "inspection pounds" as some of the products may have been inspected and recorded more than once due to having been subjected to more than one distinct processing treatment, such as curing first and then canning. †Includes dried beef, sausage loaves, etc.

SAUSAGE CASINGS

(1c1b.)	Whole	Ground
Caraway seed	19½	24½
Cuminos seed	23	
Mustard seed,	23	
fancy		
yellow Amer.	17	
Oregano	44	
Coriander,		
Morocco, No. 1	20	24
Marjoram, French . .	62	67
Sage, Dalmatian,		
No. 1	56	64

(Basis Chicago, original barrels, bags, bales)

	Whole	Ground
Allspice, prime	82	82
Resifted	90	97
Chili, pepper	45	45
Chili, powder	45	45
Cloves, Zanzibar	64	69
Ginger Jam., unbl.	74	80
Mace, fancy, Banda	3.50	4.00
West Indies	3.50	3.50
East Indies	4.00	4.00
Mustard flour, fancy	40	40
No. 1	36	36
West Indies nutmeg	2.50	2.50
Paprika, Amer. No. 1	48	48
Paprika, Spanish	65	65
Cayenne paper	62	62
Pepper:		
Red, No. 1	55	55
White	54	54
Black	39	43

Ex. wide, 2 1/8 in./up—3.50@3.75
Spec. wide, 2 1/8-2 1/2 in. 2.60@2.75
Spec. med., 1 7/8-2 1/8 in. 1.50@1.60
Narrow 1 1/2 in./dn 1.10@1.25

Clear, 5 in./up	33@ 3
Clear, 4½-5 inch	28@ 3
Clear, 4-4½ inch	19@ 2
Clear, 3½-4 inch	15@ 1
Not clear 4½ inch/up	18@ 2

7¼ inch/up, inflated..	1
6½-7¼ inch, inflated..	1
5½-6½ inch, inflated..	13@ 1

Pork casings:	(Per bank)
29 mm./down	4.85@4.8
29/32 mm.	4.50@4.6
32/35 mm.	3.70@3.8
35/38 mm.	3.25@3.3
35/44 mm.	3.10@3.2

Sow, 34 in. cut	60@65
Export, 34 in. cut	53@57
Large prime, 34 in.	38@40
Med. prime, 34 in.	25@27
Small prime	16@22
Middies, cap off	60@70
Hog skips	5@10
Hog runners, green	19@25

26/28 mm.	6.10 @ 6.40
24/26 mm.	5.95 @ 6.25
22/24 mm.	4.75 @ 5.25
20/22 mm.	4.10 @ 4.45
18/20 mm.	2.70 @ 3.35
16/18 mm.	1.50 @ 2.30

Nitrate of soda, in 400-lb.	Cwt.
bbis, del. f.o.b. Chgo.,	\$11.9
Pure refined gran.	
nitrate of soda	5.5
Pure refined powdered nitrate	
of soda	8.6
Salt, paper sacked, f.o.b.	
Chgo. gran. carlots, ton.	30.5
Brick salt, in 400-lb.	
bags, f.o.b. whse. Chgo.,	28.5
Sugar:	
Raw, 96 basis, f.o.b. N.Y.,	5.7
Refined standard cane	
gran. basis (Chgo.)	8.8
Packers curing sugar, 100	
lb. bags, f.o.b. Reserve,	
Less 25%	8.9
Dextrose, regular:	
Cerelose (carlots cwt.)	7.6
Ex-warehouse, Chicago	7.4

(1cl lb.)

Cervelat, ch. hog bungs.	1.05	1.07
Thuringer	62	64
Farmer	86	88
Holsteiner	88	90
Salami, B. C.	95	97
Salami, Genoa style	1.05	1.07
Salami, cooked	56	58
Pepperoni	92	94
Sicilian	99	1.01
Goteborg	86	88
Mortadella	59	61

BEEF-VEAL-LAMB... Chicago and outside

CHICAGO

April 29, 1958

WHOLESALE FRESH MEATS

CARCASS BEEF

Steers, gen. range: (carlots, lb.)	
Prime, 700/800	48a
Choice, 500/600	45
Choice, 600/700	45
Choice, 700/800	45 @ 45 1/2
Good, 500/600	42a
Good, 600/700	42 1/2a
Bull	39 1/2
Commercial cow	37a
Canner-cutter cow	37

PRIMAL BEEF CUTS

Prime:	(Lb.)
Rounds, all wts.	55
Trimmed loins	
50/70 lbs. (lcl)	94 @ 1.10
Square chucks	
70/90 lbs. (lcl)	42 1/2 @ 43
Arm chucks, 80/110 lb.	40 @ 41
Ribs, 25/35 (lcl)	66 @ 72
Briskets (lcl)	56 1/2 @ 37
Navel, No. 1	24
Flanks, rough No. 1	23 1/4 @ 24
Choice:	
Hindqtrs., 5/800	52 @ 53
Foreqtrs., 5/800	39 1/2a
Rounds, 70/90	53 @ 53 1/2
Tr. loins, 50/70 (lcl)	70 @ 78
Sq. chucks, 70/90	42 1/2 @ 43
Arm chucks, 80/110 lb.	40 @ 41
Ribs, 25/35 (lcl)	57 @ 60
Briskets (lcl)	36 1/2 @ 37
Navel, No. 1	24
Flanks, rough No. 1	23 1/4 @ 24
Good (all wts.):	
Rounds	50 @ 52
Sq. cut chucks	42 @ 43
Briskets	35 @ 36
Ribs	52 @ 55
Loins	64 @ 67

COW & BULL TENDERLOINS

Fresh J/L C/C Grade Fros. C/L	
60 @ 63 Cow, 3/dn.	62
80 @ 85 Cow, 3/4	75 @ 80
93 @ 95 Cow, 4/5	80 @ 85
1.05 @ 1.10 Cow, 5/up	85 @ 90
1.05 @ 1.10 Bull, 5/up	85 @ 90

BEEF HAM SETS

Insides, 12/up, lb.	60
Outsides, 8/up, lb.	56
Knuckles, 7 1/2/up, lb.	50

CARCASS MUTTON

Choice, 70/down, lb.	27 1/2
Good, 70/down, lb.	25 1/2

n—nominal, b—bid, a—asked.

BEEF PRODUCTS

(Frozen, carlots, lb.)

Tongues, No. 1, 100's	32 1/2a
Tongues, No. 2, 100's	29 1/2
Hearts, regular 100's	30a
Livers, regular, 35/50's	34 1/2a
Livers, selected, 35/50's	40a
Lips, unsalted, 100's	17 1/2a
Lips, salted, 100's	12
Tripe, scalded, 100's	14a
Tripe, cooked, 100's	10 1/2
Melts, 100's	11 1/4
Udders, 100's	6 1/4

FANCY MEATS

(lcl prices)	
Beef tongues, corned	28
Veal breads, under 12 oz.	71
12 oz. up	90
Calf tongues, 1 lb./dn.	20
Oxtails, fresh select	25 @ 28

BEEF SAUS. MATERIALS

FRESH

(Lb.)	
Canner-cutter cow meat, barrels	50 1/2
Bull meat, boneless barrels	52 1/2
Beef trimmings, 75/85% barrels	41
Beef trimmings, 85/90% barrels	47 @ 47 1/2
Boneless, chucks, barrels	50 1/2
Beef cheek meat, trimmed, barrels	39 1/2 @ 40
Beef head meat, bbis.	30a
Veal trimmings, boneless, barrels	48

VEAL—SKIN OFF

(lcl carcass prices, cwt.)	
Prime, 90/120	50.00 @ 53.00
Prime, 120/150	50.00 @ 53.00
Choice, 90/120	45.00 @ 47.00
Choice, 120/150	45.00 @ 47.00
Good, 90/150	42.00 @ 44.00
Stand., 90/190	42.00 @ 44.00
Utility, 90/190	38.00 @ 39.00
Cull, 60/125	33.00 @ 34.00

CARCASS LAMB

(lcl prices, lb.)	
Prime, 35/45	49
Prime, 45/55	46 1/2
Prime, 55/65	46 1/2
Choice, 35/45	49
Choice, 45/55	46 1/2
Choice, 55/65	46 1/2
Good, all wts.	47

PACIFIC COAST WHOLESALE MEAT PRICES

	Los Angeles	San Francisco	No. Portland
FRESH BEEF (Carcass): April 29	April 29	April 29	April 29
STEER:			
Choice:			
500-600 lbs.	\$46.50 @ 48.00	\$48.00 @ 49.00	\$45.00 @ 48.00
600-700 lbs.	45.50 @ 47.00	46.00 @ 48.00	45.50 @ 47.00
Good:			
500-600 lbs.	44.50 @ 47.00	45.00 @ 46.00	45.00 @ 46.00
600-700 lbs.	43.00 @ 45.00	43.00 @ 45.00	43.50 @ 45.00
Standard:			
350-600 lbs.	42.00 @ 44.00	40.00 @ 43.00	43.00 @ 44.00
COW:			
Standard, all wts.	None quoted	38.00 @ 40.00	None quoted
Commercial, all wts.	37.00 @ 39.00	36.00 @ 39.00	38.00 @ 42.00
Utility, all wts.	36.00 @ 38.00	35.00 @ 38.00	38.00 @ 41.00
Canner-Cutter	32.00 @ 36.00	32.00 @ 35.00	36.00 @ 39.00
Bull, util. & com'l	41.00 @ 43.00	40.00 @ 42.00	43.00 @ 45.00
FRESH CALF:	(Skin-off)	(Skin-off)	(Skin-off)
Choice:			
200 lbs. down	51.00 @ 54.00	None quoted	50.00 @ 53.00
Good:			
200 lbs. down	48.00 @ 52.00	48.00 @ 50.00	45.00 @ 52.00
LAMB, Spring (Carcass):			
Prime:			
45-55 lbs.	42.00 @ 44.00	41.00 @ 46.00	45.50 @ 48.00
55-65 lbs.	38.00 @ 40.00	35.00 @ 41.00	43.00 @ 45.00
Choice:			
45-55 lbs.	42.00 @ 44.00	41.00 @ 46.00	45.50 @ 48.00
55-65 lbs.	38.00 @ 40.00	35.00 @ 41.00	43.00 @ 45.00
Good, all wts.	37.00 @ 42.00	41.00 @ 45.00	40.00 @ 44.00
MUTTON (Ewe):			
Choice, 70 lbs./down	None quoted	None quoted	27.00 @ 28.00
Good, 70 lbs./down	None quoted	21.00 @ 25.00	27.00 @ 28.00

NEW YORK

April 29, 1958

WHOLESALE FRESH MEATS

BEEF CARCASSES, CUTS

(L.c.l. prices)	
Steer:	(Western, cwt.)
Prime, carc., 6/700	\$54.00 @ 57.50
Prime, carc., 7/800	54.50 @ 57.50
Choice, carc., 6/700	47.50 @ 49.00
Choice, carc., 7/800	47.50 @ 49.50
Good, carc., 6/700	44.50 @ 47.00
Good, carc., 7/800	43.50 @ 46.00
Hinds, pr., 6/700	44.00 @ 46.00
Hinds, pr., 7/800	45.00 @ 47.00
Hinds, ch., 6/700	53.00 @ 57.00
Hinds, ch., 7/800	54.00 @ 58.00
Hinds, gd., 6/700	48.00 @ 51.00
Hinds, gd., 7/800	48.00 @ 52.00

BEEF CUTS

(L.c.l. prices, lb.)	
Prime steer:	
Hindqtrs., 600/700	.83 @ .67
Hindqtrs., 700/800	.83 @ .66
Hindqtrs., 800/900	.83 @ .66
Rounds, flank off	.53 @ .57
Rounds, diamond bone, flank off	.54 @ .56
Short loins, untrim.	.98 @ 1.15
Short loins, trim.	1.20 @ 1.37
Flanks	.24 @ .25
Ribs (7 bone cut)	.70 @ .82
Arm chucks	.44 @ .46
Briskets	.40 @ .43
Plates	.26 1/2 @ .28
Choice steer:	
Hindqtrs., 600/700	.54 @ .57
Hindqtrs., 700/800	.54 @ .58
Hindqtrs., 800/900	.54 @ .56
Rounds, flank off	.53 @ .55
Rounds, diamond bone, flank off	.54 @ .56
Short loins, untrim.	.93 @ .78
Short loins, trim.	.83 @ .88
Flanks	.24 @ .25
Ribs (7 bone cut)	.62 @ .66
Arm chucks	.43 @ .46
Briskets	.39 @ .43
Plates	.26 @ .27

FANCY MEATS

(L.c.l. prices)

Veal breads, 6/12 oz.	92
12 oz. up	1.21
Beef livers, selected	48
Beef kidneys	23
Oxtails, 1/2-lb., frozen	29

LAMB

(L.c.l. carcass prices, cwt.)	
Prime, 30/40	50.00 @ 54.00
Prime, 40/45	51.00 @ 54.00
Prime, 45/55	48.00 @ 52.00
Prime, 55/65	47.00 @ 49.00
Choice, 30/40	49.00 @ 53.00
Choice, 40/45	48.00 @ 53.00
Choice, 45/55	46.50 @ 51.00
Choice, 55/65	46.00 @ 48.00
Good, 30/40	49.00 @ 50.00
Good, 40/45	49.00 @ 51.00
Good, 45/55	48.00 @ 51.00

Western

Prime, 45/dn.	48.00 @ 50.00
Prime, 45/55	46.00 @ 48.00
Prime, 55/65	45.50 @ 47.00
Choice, 45/dn.	48.00 @ 49.00
Choice, 45/55	45.50 @ 47.00
Choice, 55/65	44.50 @ 46.00
Good, 45/dn.	45.00 @ 48.00
Good, 45/55	43.00 @ 46.00

VEAL—SKIN OFF

(L.c.l. carcass prices Western)	
Prime, 90/120	\$52.00 @ 55.00
Prime, 120/150	52.00 @ 55.00
Choice, 90/120	45.00 @ 49.00
Choice, 120/150	45.00 @ 49.00
Good, 50/90	41.00 @ 45.00
Good, 90/120	42.00 @ 45.00
Stand., 50/90	38.00 @ 40.00
Stand., 90/120	37.00 @ 40.00
Calf, 200/dn., ch.	39.00 @ 41.00
Calf, 200/dn., gd.	38.00 @ 40.00
Calf, 200/dn., std.	36.00 @ 38.00

NEW YORK RECEIPTS

Receipts reported by the USDA Marketing Service, week ended April 26, 1958, with comparisons:

STEER AND HEIFER: Carcasses	
Week ended April 26	8,839
Week previous	9,250
COW:	
Week ended April 26	597
Week previous	839
BULL:	
Week ended April 26	281
Week previous	269
VEAL:	
Week ended April 26	9,829
Week previous	11,717

LOCAL SLAUGHTER

CATTLE:	Head
Week ended Apr. 26	13,403
Week previous	12,387
CALVES:	
Week ended Apr. 26	9,825
Week previous	10,707
HOGS:	
Week ended Apr. 26	56,153
Week previous	53,215
SHEEP:	
Week ended Apr. 26	39,150
Week previous	36,182

PHILA. FRESH MEATS

April 29, 1958

WESTERN DRESSED

STEER CARCASSES: (Cwt.)	
Choice, 500/700	\$48.50 @ 50.50
Choice, 700/800	48.50 @ 50.50
Good, 500/800	42.25 @ 47.00
Hinds, choice	55.00 @ 57.00
Hinds, good	51.00 @ 53.00
Rounds, choice	54.00 @ 56.00
Rounds, good	52.00 @ 54.00
COW CARCASSES:	
Com'l, 400/up	41.00 @ 42.50
Utility, all wts.	39.75 @ 41.50
VEAL (SKIN OFF):	
Choice, 90/120	49.00 @ 51.00
Choice, 120/150	49.00 @ 51.00
Good, 50/90	45.00 @ 47.00
Good, 90/120	46.00 @ 48.00
Good, 120/150	46.00 @ 48.00
LAMB:	
Ch. & pr., 30/45	47.00 @ 50.00
Ch. & pr., 45/55	45.00 @ 49.00
Good, all wts.	50.00 @ 54.00

LOCALLY DRESSED

STEER BEEF (lb.)	Choice	Good
Carc., 5/700	48 @ 50	46 @ 47
Carc., 7/800	47 1/2 @ 50	45 1/2 @ 47
Hinds, 120/170	55 @ 57	50 @ 52
Hinds, 170/195	54 @ 58	50 @ 52
Rounds, no flank	54 @ 57	52 @ 54
Hip rd. plus flank	53 @ 56	51 @ 52
Full loins, untrim.	56 @ 59	48 @ 53
Short loin, untrim.	55 @ 75	60 @ 65
Ribs (7 bone)	62 @ 65	52 @ 59
Arm chucks	42 @ 45	40 @ 43
Briskets	38 @ 42	35 @ 42
Short plates	25 1/2 @ 28	25 1/2 @ 28

BETTER LARD FOR LESS

with a
**VIKING
FAT
PUMP**



PROBLEM: Handling 35,000 to 42,000 pounds of raw pork fat daily was a big problem at the Coast Packing Company, Los Angeles, California. It required the labor of two men, three hours per day of elevator time and use of many fat trucks.

ANSWER: After studying cost of fat movement, Anton Rieder, president, had a Viking model Q281 pump installed. Now the raw fat is pumped through a 3-inch pipe line to the third floor rendering tanks. Besides saving time and money, pumping has helped Coast Packing improve the quality of its lard.

If your plant has a semi-solid or liquid moving problem, call on Viking engineers, or write for catalog section Cs.



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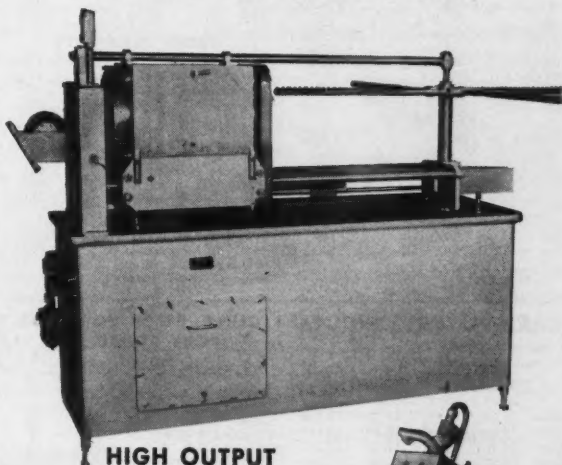
**Subsidiary of RUSSELL PACKING CO.
Pork Packers**

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Check these advantages of *Kartridg-Pak*

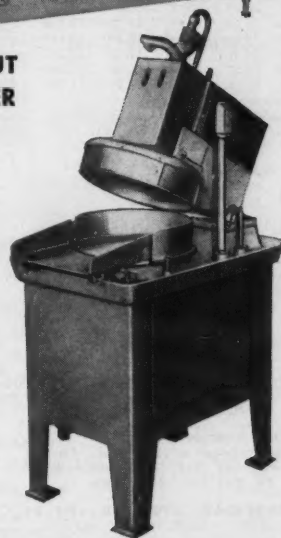
"TWIST-LINK" LINKERS

- ✓ NO STRINGS TO BOTHER WITH
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PORK AND LARD ... Chicago and outside

CHICAGO PROVISION MARKETS

From the National Provisioner Daily Market Service

CASH PRICES

(Carlot basis, Chicago price zone, April 30, 1958)

SKINNED HAMS				BELLIES			
F.F.A. or fresh		Frozen		F.F.A. or fresh		Frozen	
45 1/2	10/12	45 1/2		39n	6/8	39n	
44 1/2 @ 45	12/14	44 1/2 @ 45		39a	8/10	39n	
43 @ 43 1/2	14/16	43 @ 43 1/2		36 1/2 @ 37	10/12	36 1/2 @ 37	
42	16/18	42		35	12/14	35	
41 1/2	18/20	41 1/2		33 @ 33 1/2	14/16	33 @ 33 1/2	
39 1/2	20/22	39 1/2		32 1/2	16/18	32 1/2	
39 1/2	22/24	39		32 1/2	18/20	32 1/2	
37	24/26	37		Gr. Am., froz., fresh	D.S. Clear		
36 1/2	25/30	36 1/2		27 1/2 n	18/20	26 1/2 n	
35 1/2	25/up, 2's in.	35 1/2		27 1/2 n	20/25	26 1/2 n	
				25 1/2	25/30	26 1/2 n	
				24	30/35	26	
				22 1/2	35/40	24a	
				17 1/2	40/50	20n	
PICNICS				FRESH PORK CUTS			
F.F.A. or fresh		Frozen		Job Lot		Car Lot	
29 1/2	4/6	29 1/2		47	Loins, 12/dn.	40 1/2	
27 @ 27 1/2	6/8	27 @ 27 1/2		45 @ 45 1/2	Loins, 12/16	45	
27 1/2 n	8/10	27 1/2 n		39 1/2 @ 40	Loins, 16/20	39	
27 1/2 n	10/12	27 1/2 n		39	Loins, 20/up	38	
27 1/2 n	12/14	27 1/2 n		40 @ 41	Butts, 4/8	38 1/2	
27 1/2 n	8/up, 2's in.	27 1/2 n		37 1/2 @ 38	Butts, 8/12	37	
				37 @ 37 1/2	Butts, 8/up	37	
				43 1/2 @ 44	Ribs, 3/dn.	43	
				36 1/2 @ 37 1/2	Ribs, 3/5	36a	
				27 1/2	Ribs, 5/up	27 1/2	
FAT BACKS				OTHER CELLAR CUTS			
Frozen or fresh		Cured		Frozen or fresh		Cured	
9 1/2 n	6/8	10		23 1/2	Square Jowls	unq.	
10n	8/10	10 1/2		19 1/2 @ 20	Jowl Butts, loose	19	
10 1/2 n	10/12	11 1/2 a		20 1/2	Jowl Butts, boxed	unq.	
11 1/2 n	12/14	12 1/2 a					
12n	14/16	13a					
13n	16/18	14					
13n	18/20	14					
13n	20/25	14					

n--nominal, b--bid, a--asked.

LARD FUTURES PRICES

NOTE: Add 1/4¢ to all price quotations ending in 2 or 7.

FRIDAY, APRIL 25, 1958				
Open	High	Low	Close	
May 12.20	12.30	12.15	12.20a	
July 12.22	12.25	12.15	12.15b	
Sept. 12.20	12.22	12.10	12.10	
Oct. 11.87	11.87	11.80	11.80b	
Nov. 11.75	11.75	11.75	11.75	

Sales: 4,680,000 lbs.
Open interest at close Thurs., Apr. 24: May 185, July 523, Sept. 166, Oct. 40, and Nov. six lots.

MONDAY, APRIL 28, 1958				
Open	High	Low	Close	
May 12.30	12.30	12.20	12.25b	
July 12.12	12.22	12.12	12.20b	
Sept. 12.10	12.17	12.10	12.12b	
Oct. 11.87	11.87	11.87	11.87	
Nov. 11.80	11.80	11.80	11.80	

Sales: 1,280,000 lbs.
Open interest at close Fri., Apr. 25: May 170, July 540, Sept. 160, Oct. 41, and Nov. six lots.

TUESDAY, APRIL 29, 1958				
Open	High	Low	Close	
May 12.25	12.25	12.15	12.15b	
July 12.22	12.22	12.12	12.15a	
Sept. 12.12	12.12	12.05	12.05b	
Oct. 11.80	11.80	11.80	11.80	
Nov. 11.70a			11.70a	

Sales: 1,960,000 lbs.
Open interest at close Mon., Apr. 28: May 166, July 535, Sept. 163, Oct. 42, and Nov. eight lots.

WEDNESDAY, APRIL 30, 1958				
Open	High	Low	Close	
May 12.17	12.20	12.02	12.11	
July 12.12	12.15	12.00	12.07	
Sept. 11.95	12.50	11.90	11.95b	
Oct. 11.75	11.75	11.75	11.75b	
Nov. 11.62b			11.62b	

Sales: 2,240,000 lbs.
Open interest at close Tues., Apr. 29: May 160, July 543, Sept. 162, Oct. 42, and Nov. eight lots.

THURSDAY, MAY 1, 1958				
Open	High	Low	Close	
May 12.10	12.35	12.05	12.27b	
July 12.15	12.25	12.10	12.20a	
Sept. 11.95	12.07	11.95	12.02	
Oct. 11.82	11.82	11.82	11.82	
Nov. 11.62b			11.62b	

Sales: 2,000,000 lbs.
Open interest at close Wed., Apr. 30: May 155, July 547, Sept. 162, Oct. 45, and Nov. eight lots.

CHGO. FRESH PORK AND PORK PRODUCTS

April 29, 1958

	(cwt., lb.)
Hams, skinned, 10/12	47
Hams, skinned, 12/14	40 1/2
Hams, skinned, 14/16	45
Picnics, 4/6 lbs.	31
Picnics, 6/8 lbs.	29
Pork loins, boneless	65 @ 68
Shoulders, 16/dn. loose	36

	(Job lots, lb.)
Pork livers	20
Tenderloins, fresh, 10'a	83 @ 85
Neck bones, bbis.	16 @ 17
Ears, 30's	18
Feet, s.c., bbis.	10

CHGO. PORK SAUSAGE MATERIALS—FRESH

(To sausage manufacturers in job lots only)

Pork trimmings,	
40% lean, barrels	26
Pork trimmings,	
50% lean, barrels	27
Pork trimmings,	
80% lean, barrels	40
Pork trimmings,	
95% lean, barrels	47 @ 48
Pork head meat	34
Pork cheek meat,	
barrels	40

PACKERS' WHOLESALE LARD PRICES

Refined lard, tierces, f.o.b.	
Chicago	\$15.25
Refined lard, 50-lb., fiber	
cubes, f.o.b. Chicago	14.75
Kettle rendered, 50-lb. tins,	
f.o.b. Chicago	16.25
Leaf, kettle rendered tierces,	
f.o.b. Chicago	17.00
Lard flakes	17.00
Neutral tierces, f.o.b. Chicago	16.75
Standard shortening,	
N. & S. (del.)	20.75
Hydro, shortening, N. & S.	21.25

WEEK'S LARD PRICES

	P.S. or	Dry	Ref. in
	D.R.	rend.	50-lb.
	cash	loose	tins
	(Open	(Open	(Open
	(Bd. Trade)	(Mkt.)	(Mkt.)
Apr. 25..	12.35n	10.50b	13.75n
Apr. 28..	12.35n	11.50b	13.75n
Apr. 29..	12.25n	11.50	13.75n
Apr. 30..	12.17 1/2 n	11.12 1/2	13.50n
May 1..	12.27 1/2 n	11.37 1/2 n	13.75n

n--nominal, b--bid, a--asked.

CUT-OUT RESULTS ALL MINUS THIS WEEK

(Chicago costs, credits and realizations for Monday and Tuesday)

Cut-out margins were all minus this week, as light hogs tipped over to that side for the first time in weeks. Mark-downs in lean cuts were largely responsible for the recession on all margins, while fat cuts declined less and live costs were up only slightly.

	-180-220 lbs.-	-220-240 lbs.-	-240-270 lbs.-
	Value	Value	Value
	per cwt.	per cwt.	per cwt.
	live	live	live
Lean Cuts	\$13.57	\$19.53	\$12.87
Fat cuts, lard	6.48	9.33	6.47
Ribs, trimmings, etc.	2.65	3.80	2.48
Cost of hogs	\$20.81	\$20.93	\$20.31
Condensation loss	.10	.10	.10
Handling, overhead	1.82	1.65	1.48
TOTAL COST	22.73	32.70	22.68
TOTAL VALUE	22.70	32.66	21.82
Cutting margin	-.03	-.04	-.86
Margin last week	+.14	+.21	-.33

PACIFIC COAST WHOLESALE PORK PRICES

	Los Angeles	San Francisco	No. Portland
	April 29	April 29	April 29
FRESH PORK (Carcass): (Packer quoted)			
80-120 lbs., U.S. No. 1-3	None quoted	(Shipper stated)	(Shipper stated)
120-180 lbs., U.S. No. 1-3	\$34.50 @ 36.00	\$36.00 @ 35.00	\$34.00 @ 35.00

FRESH PORK CUTS, No. 1:

LOINS:			
8-10 lbs.	49.00 @ 52.00	54.00 @ 57.00	53.00 @ 56.00
10-12 lbs.	49.00 @ 52.00	52.00 @ 55.00	52.00 @ 55.00
12-16 lbs.	49.00 @ 52.00	50.50 @ 53.00	53.00 @ 56.00

PICNICS:	(Smoked)	(Smoked)	(Smoked)
4-8 lbs.	37.00 @ 42.00	36.00 @ 40.00	38.00 @ 40.00

HAMS:			
12-16 lbs.	52.00 @ 57.00	54.00 @ 59.00	53.00 @ 56.00
16-18 lbs.	50.00 @ 57.00	51.00 @ 55.00	52.00 @ 55.00

BACON "Dry" Cure, No. 1:			
6-8 lbs.	48.00 @ 62.00	57.00 @ 61.00	53.00 @ 57.00
8-10 lbs.	47.00 @ 59.00	54.00 @ 59.00	49.00 @ 53.00
10-12 lbs.	46.00 @ 56.00	52.00 @ 56.00	47.00 @ 50.00

LARD, Refined:			
1-lb. cartons	18.00 @ 19.75	21.00 @ 22.00	17.00 @ 19.00
50-lb. cartons & cans.	18.00 @ 19.25	19.00 @ 21.00	None quoted
Tierces	15.25 @ 18.75	18.00 @ 20.00	14.00 @ 17.00

N. Y. FRESH PORK CUTS

April 29, 1958

	City
	Box lots, cwt.
Pork loins, 8/12	\$32.00 @ 37.00
Pork loins, 12/16	51.00 @ 56.00
Hams, skind., 10/14	48.50 @ 53.00
Boston butts, 4/8	46.00 @ 49.00
Regular picnics, 4/8	32.00 @ 36.00
Spareribs, 3/down	45.00 @ 49.00
(L.c.l. prices, cwt.)	
Pork loins, 8/12	50.00 @ 54.00
Pork loins, 12/16	49.00 @ 53.00
Hams, skind., 10/14	49.00 @ 54.00
Boston butts, 4/8	42.00 @ 45.00
Picnics, 4/8	38.00 @ 35.00
Spareribs, 3/down	45.00 @ 47.00

PHILA. FRESH PORK

April 29, 1958

WESTERN DRESSED

	(c.l. lb.)
Reg. loins, 8/12	50 @ 53
Reg. loins, 12/16	49 @ 53
Boston Butts, 4/8	43 @ 45
Spareribs, 3/down	44 @ 46

LOCALLY DRESSED

Pork loins, 8/12	50 @ 53
Pork loins, 12/16	48 1/2 @ 54
Bellies, 10/12	38 1/2 @ 39
Spareribs, 3/down	42 @ 45
Spareribs, 3/5	54 @ 58
Boston butts, 4/8	40 @ 45
Skinned hams, 10/12	49 @ 53
Skinned hams, 12/14	48 @ 52
Picnics, S.S., 4/8	35 @ 38

N. Y. DRESSED HOGS

April 29, 1958

(Heads on, leaf fat in)	
50 to 75 lbs.	\$32.75 @ 35.75
75 to 100 lbs.	32.75 @ 35.75
100 to 125 lbs.	32.75 @ 35.75
125 to 150 lbs.	32.75 @ 35.75

CHGO. WHOLESALE SMOKED MEATS

April 29, 1958

Hams, skinned, 14/16 lbs., (Av.)	52
Hams, skinned, 14/16 lbs., ready-to-eat, wrapped	53
Hams, skinned, 16/18 lbs., wrapped	31
Hams, skinned, 16/18 lbs., ready-to-eat, wrapped	52
Bacon, fancy, trimmed, brisket off, 8/10 lbs., wrapped	51
Bacon, fancy sq. cut seed-lees, 12/14 lbs., wrapped	50
Bacon, No. 1 sliced 1-lb. heat seal, self-service, pkge.	63

HOG-CORN RATIO

The hog-corn ratio based on barrows and gilts at Chicago for the week ended Apr. 26, 1958 was 15.6, the U. S. Department of Agriculture has reported. This ratio compared with the 15.9 ratio for the preceding week and 13.8 a year ago. These ratios were calculated on the basis of No. 3 yellow corn selling at \$1.302, \$1.307 and \$1.302 per bu. during the three periods, respectively.

BY-PRODUCTS...FATS AND OILS

BY-PRODUCTS MARKET

(F.O.B. Chicago, unless otherwise indicated)
Wednesday, April 30, 1958

BLOOD

Unground, per unit of ammonia, bulk 8.00n

DIGESTER FEED TANKAGE MATERIALS

Wet rendered, unground, loose:
Low test 8.25n
Med. test 8.00n
High test 8.00n

PACKINGHOUSE FEEDS

Carlota, ton
50% meat, bone scraps, bagged \$100.00@107.50
50% meat, bone scraps, bulk ... 97.50@102.50
00% digester tankage, bagged... 105.00@112.50
00% digester tankage, bulk ... 102.50@107.50
80% blood meal, bagged 135.00@155.00
Steam bone meal, 50-lb. bags, (specially prepared) 92.50
60% steam bone meal, bagged... 80.00

FERTILIZER MATERIALS

Feather tankage, ground per unit of ammonia \$6.00
Hoof meal, per unit ammonia \$6.00@6.50n

DRY RENDERED TANKAGE

Low test, per unit prot. 1.85n
Med. test, per unit prot. 1.80n
High test, per unit prot. 1.75n

GELATINE AND GLUE STOCKS

Bone stock (gelatine), ton 24.00
Cattle jaws, feet (non-gel.) ton... 9.00@13.00
Trim bone, ton 12.00@17.00
Pigskins (gelatine), cwt. 6.25@ 7.00
Pigskins (rendering), piece 15@25

ANIMAL HAIR

Winter coll dried, per ton *40.00
Summer coll dried, per ton *25.00@30.00
Cattle switches, per piece 3@4
Winter processed (Nov.-March) gray, lb. 9n
Summer processed (April-Oct.) gray, lb. 5@6n

*Del'd., f.c.a.f. Midwest, n--nominal, a--asked

TALLOWs and GREASES

Wednesday, April 30, 1958

A few tanks of yellow grease traded late last week at 6½c, c.a.f. Chicago. Steady inquiry was also apparent on bleachable fancy tallow at 7½c, and on special tallow and B-white grease at 7c, all c.a.f. Chicago. Bleachable fancy tallow was bid at 8½@8¼c, delivered New York. The same material was also bid at 7½@8c, c.a.f. Avondale, La. Prime tallow was bid at 7½c, special tallow at 7½@7¼c, and yellow grease at 7c, Avondale.

On Monday of the new week, choice white grease, all hog, sold at 8.82½, delivered New York. A couple of tanks of edible tallow sold at 11½c, c.a.f. Chicago, and a few tanks sold at 11c, f.o.b. River points. Two tanks of bleachable fancy tallow sold at 7½c, c.a.f. Chicago. Original fancy tallow was bid at 8½c, c.a.f. East.

Tuesday's market was mostly a bid and offering session. Choice white grease, all hog, was bid at 8½c, c.a.f. New York, but was held at 8¾@8½c. Bleachable fancy tallow was bid at

8@8½c, same delivery point, on regular production, and indications of 8¼c were in the market on hard body material. Yellow grease was bid at 6½c, c.a.f. Avondale, and at 7¼@7½c, delivered East. Special tallow was bid at 7½c, prime tallow at 7½c, and bleachable fancy tallow at 7½c, all c.a.f. Avondale.

A moderate trade developed at midweek. Choice white grease, all hog, sold at 8¾c, c.a.f. New York. A few tanks of B-white grease sold at 7c, c.a.f. Chicago. Talk on inedible material was that more product is forthcoming. It was also reported that choice white grease, all hog, sold at 8½c, c.a.f. East, local material there. Bleachable fancy tallow was bid at 8@8½c, c.a.f. New York, with offerings fractionally higher. Edible tallow was reported bid at 11½c, c.a.f. Chicago, but was held at 11¼c. Edible tallow was also available at 11@11½c, f.o.b. River points, freight considered. A few tanks of bleachable fancy tallow traded at 7½c, c.a.f. Chicago, and No. 1 tallow was bid at 6½c, Chicago.

TALLOWs: Wednesday's quota-

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tions: edible tallow, 11c, f.o.b. River, and 11½c, Chicago basis; original fancy tallow, 7½c; bleachable fancy tallow, 7½c; prime tallow, 7½c; special tallow, 7c; No. 1 tallow, 6½c; and No. 2 tallow, 6½c.

GREASES: Wednesday's quotations: choice white grease, not all hog, 7½c; B-white grease, 7c; yellow grease, 6½c; house grease, 6½c; and brown grease, 6c. Choice white grease, all hog, was quoted at 8½c, c.a.f. East.

EASTERN BY-PRODUCTS

New York, Apr. 30, 1958

Dried blood was quoted today at \$7 per unit of ammonia. Low test wet rendered tankage was listed at \$7.50 per unit of ammonia and dry rendered tankage was priced at \$1.65 per unit of protein.

N.Y. COTTONSEED OIL FUTURES

FRIDAY, APRIL 25, 1958

	Open	High	Low	Close	Prev. close
May	15.70b	15.74	15.53	15.53	15.74b
July	15.85	15.85	15.62	15.62	15.85
Sept.	15.78	15.78	15.52	15.54b	15.77b
Oct.	15.55b	15.50	15.43	15.44b	15.62
Dec.	15.59b	15.50	15.40	15.40b	15.58b
Jan.	15.55a	15.40a	15.55a
Mar.	15.50b	15.45	15.43	15.40b	15.58b
May	15.45b	15.35b	15.50b

Sales: 545 lots.

MONDAY, APRIL 28, 1958

	Open	High	Low	Close	Prev. close
May	15.42	15.40	15.38	15.41b	15.53
July	15.50	15.71	15.58	15.63	15.58
Sept.	15.40	15.67	15.40	15.57	15.54b
Oct.	15.38b	15.48	15.40	15.48	15.44b
Dec.	15.40b	15.42	15.38	15.40b	15.40b
Jan.	15.30a	15.40a	15.40a
Mar.	15.25b	15.40	15.40	15.44b	15.40b
May	15.20b	15.40b	15.35b

Sales: 559 lots.

TUESDAY, APRIL 29, 1958

	Open	High	Low	Close	Prev. close
May	15.40	15.52	15.40	15.45	15.41b
July	15.59	15.11	15.58	15.63	15.58
Sept.	15.55b	15.70	15.49	15.60b	15.57
Oct.	15.45b	15.55	15.53	15.61b	15.48
Dec.	15.42b	15.51	15.43	15.46b	15.40b
Jan.	15.40a	15.45a	15.40a
Mar.	15.40b	15.53	15.10	15.52	15.44b
May	15.35b	15.48b	15.40b

Sales: 351 lots.

WEDNESDAY, APRIL 30, 1958

	Open	High	Low	Close	Prev. close
May	15.45b	15.67	15.45	15.67b	15.45
July	15.64b	15.71	15.59	15.71	15.63
Sept.	15.60b	15.68	15.57	15.67	15.60b
Oct.	15.51b	15.56	15.50	15.57b	15.61b
Dec.	15.45b	15.52	15.45	15.52	15.40b
Jan.	15.45a	15.50a	15.45a
Mar.	15.45b	15.55b	15.52
May	15.40b	15.60	15.60	15.60	15.48b

Sales: 220 lots.

VEGETABLE OILS

Wednesday, April 30, 1958

Crude cottonseed oil, f.o.b.	
Valley	13½c
Southeast	13½c
Texas	13½c
Corn oil in tanks, f.o.b. mills	14c
Soybean oil, f.o.b. Decatur	11a
Peanut oil, f.o.b. mills	17½a
Coconut oil, f.o.b. Pacific Coast	14½a
Cottonseed foots:	
Midwest and West Coast	1½c @ 1½
East	1½c @ 1½

OLEOMARGARINE

Wednesday, April 30, 1958

White dom. vegetable (30-lb. cartons)	27
Yellow quarters (30-lb. cartons)	28
Milk churned pastry (750 lbs., 30")	23½ @ 25
Water churned pastry (750 lbs., 30")	22½ @ 24
Bakers drums, ton lots	20½

OLEO OILS

Wednesday, April 30, 1958

Prime oleo stearine (slack barrels)	12½c
Extra oleo oil (drums)	18½ @ 18½
Prime oleo oil (drums)	18 @ 18½

n—nominal, a—asked, b—bid, pd—paid.

HIDES AND SKINS

Packer hides about steady with last week's close, with most action at midweek—Limited trading in small packer and country hides, with buyers holding back—Calfskins and kipskins firm, with mostly nominal prices listed—Sheepskins steady to easy in light trading.

CHICAGO

PACKER HIDES: At midweek approximately 33,000 big packer and large independent packer hides sold at steady prices. As the week opened bids were scarce, while packers were listing offerings. On Tuesday, 1,000 heavy native steers sold steady at 16c St. Joseph. About 4,800 heavy native cows traded at 12c for Rivers and 1,000 branded cows moved at 10½c, Denver. Late Monday, a car of branded cows sold at 10½c, Denver. On Wednesday, about 9,000 heavy native steers sold at 11c for Rivers and Northern. About 14,000 branded steers sold, with butt-brands bringing 9c, and Colorados 8c. A car of Colorados was reported late Wednesday at 8c. Heavy and light Texas steers were steady.

SMALL PACKER AND COUNTRY HIDES: Trading in small packer hides was quiet this week. Some sellers were said to be holding out for higher prices in view of recent advances in big packer market, but buyers were reluctant to take on supplies at increased prices. Native 60-lb. averages were quoted at 10c nominal, as were the 50-lb. at 12½c. The 56-57-lb. average were bid at 11½c, and 12c was asked. Small packer calfskins and kipskins were nominal at 30c and 25c, respectively.

CALFSKINS AND KIPSKINS: Late last week the northern big packer calfskin market firmed, with lightweights going at 44c. The 10/15 Northern were slow to move, however, and were quoted nominally at 42½c. Kipskins remained quiet, with 15/25's quoted at 35c, 25/30's at 33½c, both nominal.

SHEEPSKINS: A somewhat easier undertone prevailed in the shearing market this week. No. 1 shearlings were quoted at 1.15@2.25, outside price for Southwestern mouton type. Midwestern No. 1's were said to be "toppy" at 1.40. No. 2 shearlings were steady to easier at .85@1.25. No. 3 shearlings were quoted at .50@.70. Fall clips sold steady at 2.25@3.50, and dry pelts were reported at .21@.22 nominal.

CHICAGO HIDE QUOTATIONS

PACKER HIDES

	Wednesday, Apr. 30, 1958	Cor. date
Lgt. native steers	16 @ 16½n	14 @ 14½n
Hvy. nat. steers	11 @ 11½	9½ @ 10
Ex. lgt. nat. steers	18½ @ 19n	18
Butt-brand. steers	9	8
Colorado steers	8	7½
Hvy. Texas steers	9n	8
Light Texas steers	13n	11a
Ex. lgt. Texas steers	16n	15n
Heavy native cows	12 @ 12½n	10
Light nat. cows	14½ @ 17n	14 @ 15
Branded cows	10½ @ 12n	9 @ 10½
Native bulls	7½ @ 8½n	8n
Branded bulls	6½ @ 7½n	7n
Calfskins:		
Northern, 10/15 lbs.	42½n	50 @ 53½n
10 lbs./down	44n	36n
Kips. Northern native, 15/25 lbs.	35n	32n

SMALL PACKER HIDES

STEERS AND COWS		
60 lbs. and over	10n	8½ @ 9n
50 lbs.	12½n	10½ @ 11n

SMALL PACKER SKINS

Calfskins, all wts.	30n	28 @ 29n
Kipskins, all wts.	25n	21 @ 23n

SHEEPSKINS

Packer shearlings:		
No. 1	1.15 @ 1.25	2.00 @ 2.50
Dry Pelts	21 @ 22n	27 @ 28n
Horsehides, untrim.	7.75 @ 8.25n	9.00
Horsehides, trim.	7.25 @ 7.75n	8.00

N. Y. HIDE FUTURES

FRIDAY, APRIL 25, 1958

	Open	High	Low	Close	Prev. close
July	12.95b	12.95	12.95	12.93b	12.95
Oct.	13.10b	13.10	13.10	13.10	13.10
Jan.	13.15n
Sales: four lots.					
July	13.30b	13.35b	45a
Oct.	13.50b	13.50b	60a
Jan.	13.60b	13.60b	80a
July	13.70b	13.75b	90a
Sales: none.					

MONDAY, APRIL 28, 1958

	Open	High	Low	Close	Prev. close
July	12.90b	12.90	12.90	12.90	12.90
Oct.	13.02b	12.95b-13.00n	13.00n
Jan.	13.00n
Sales: three lots.					
July	13.80b	13.25b-13.30n	13.40n
Oct.	13.48b	13.40n	13.50n
Jan.	13.58b	13.55b-13.60n	13.75b-14.00n
Apr.	13.75b	13.75b	13.85n
Sales: none.					

TUESDAY, APRIL 29, 1958

	Open	High	Low	Close	Prev. close
July	12.70b	12.70	12.63	12.70b	12.70
Oct.	12.80b	12.85b-13.00n	12.90n
Jan.	12.90n
Sales: seven lots.					
July	13.15b	13.15	13.15	13.10b-13.20n	13.25b
Oct.	13.25b	13.25b	13.40n
Jan.	13.50b	13.50b	13.60n
Apr.	13.75b	13.75	13.75	13.70b	13.80n
Sales: five lots.					

WEDNESDAY, APRIL 30, 1958

	Open	High	Low	Close	Prev. close
July	12.60b	12.75	12.47	12.45b	12.60b
Oct.	12.80b	12.75	12.64	12.65b	12.70n
Jan.	12.70n
Sales: 15 lots.					
July	13.00b	13.25	13.25	12.90b-13.00n	13.15b
Oct.	13.35b	13.50	13.15	13.15b	13.35b
Jan.	13.45b	13.35b	13.45n
Apr.	13.60b	13.60	13.60	13.55b	13.65n
Sales: seven lots.					

THURSDAY, MAY 1, 1958

	Open	High	Low	Close	Prev. close
July	12.45-43	12.45	12.35	12.35	12.35
Oct.	12.55b	12.50	12.50	12.55b	12.60n
Jan.	12.60n
Sales: six lots.					
July	12.90-87	12.90	12.85	12.80b	12.85b
Oct.	13.00b	13.05b	13.15n
Jan.	13.24-25	13.25	13.24	13.25b	13.35b
Oct.	13.48-50	13.50	13.30	13.35b	13.45n
July	13.60b	13.50	13.50	13.50	13.50
Sales: ten lots.					

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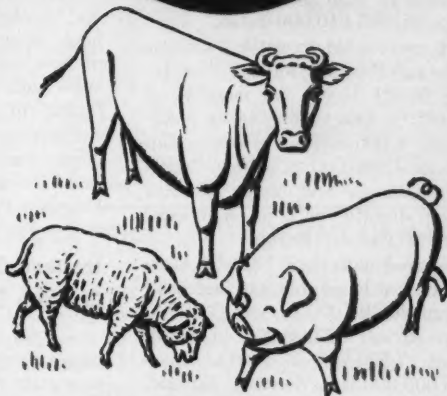
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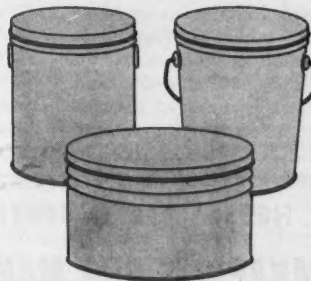
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LIVESTOCK MARKETS...Weekly Review

World Cattle Numbers Gain Over 1957; Reach New Peak

World cattle numbers continued to increase last year and reached a record high of nearly 972,000,000 head on January 1, according to the Foreign Agricultural Service. The increase amounted to about 11,000,000 head over the year before and a 66,000,000-head gain over the 1951-55 average of 905,810,000 head.

Last year's gain in cattle numbers was the result of a 5,300,000 increase in the Soviet Union, an increase of 2,700,000 in Asia, 1,000,000 in South America, 1,000,000 in Western Europe and 1,000,000 in Africa. Numbers in Oceania and North America declined slightly, with no significant change in Eastern Europe.

Compared with their 1951-55 averages, the cattle population increased by about 20,000,000 in Asia, 11,000,000 in Africa, 13,000,000 in South America, 7,500,000 in North America, 3,000,000 in Western Europe, and 1,000,000 each in Eastern Europe and Oceania.

The cattle population in North America on January 1 totaled about 134,998,000 head, in South America, 151,367,000; Western Europe, 76,357,000; Eastern Europe, including the U.S.S.R., 173,547,000; Africa, 110,979,000; Asia, 378,848,000; and Oceania, 22,069,000 head.

Meat Board Livestock Clinic Attracts 124 Farm Students

The National Livestock and Meat Board's recent undergraduate clinic on meat animal evaluation at St. Joseph attracted 124 students and faculty members from eight agricultural colleges in surrounding states.

Various livestock marketing and meat packing interests also participated in an advisory or supporting capacity.

Schools represented at the clinic were the University of Wisconsin, University of Minnesota, University of Missouri, University of Nebraska, Iowa State College, Kansas State College, South Dakota State College, and the University of Kentucky.

The students evaluated cattle, hogs and lambs on the hoof and on the hook, after which official committees of livestock experts discussed the results with the students, pointing out factors in classification and grading. Packers on whose premises part of the clinic was conducted were Armour and Company, Swift & Company, and Dugdale Packing Company.

Inspect 36,009 Livestock In Oregon During Two Months

A total of 36,009 animals and carcasses were inspected under Oregon's new state meat inspection during January and February, Director Robert J. Steward of the state department of agriculture has revealed. Thirteen animals were condemned on live inspection and 113 carcasses were rejected after slaughter in the two months.

For all species of animals, liver condemnations were 28.1 per cent in January and 27.9 per cent in February, according to Steward. A total of 10,076 livers were condemned as unfit for human consumption. Fluke infestation in cow livers and other parasites in swine livers were the most frequent causes of rejection.

Among the animals inspected were: cattle, 15,384; calves, 2,376; sheep, 785; and swine, 16,630. Cattle rejections numbered 87; calves, three; swine, 19; and sheep, 16.

Canada Hog Population On March 1 up 19% Over 1957

Canadian hog numbers on March 1, 1958, reached 4,913,000 head, a 19 per cent increase over the 4,135,000 head reported a year earlier, according to the Dominion Bureau of Statistics. The increase was relatively greater in western Canada. Numbers there rose 31 per cent, compared with 10 per cent in eastern Canada.

Estimated farrowings between December 1957 and May 1958 have been revised upward from 610,000 to 633,000—28 per cent above the same period a year earlier. Again the greatest increase is in western Canada, where a rise of 37 per cent over a year earlier is expected.

Multiple Farrowing, New Slant

Multiple farrowing took on a new meaning on the farm of Howard Wieland of Osage, Ia., when a Berkshire sow farrowed two sets of pigs within 17 days, according to a *Hormel Farmer* report. Termed a "one-in-a-million" occurrence, after first giving birth to 15 pigs on February 6, the sow on February 23 brought forth 12 new pigs. A veterinarian summoned to the scene verified that the new litter was from the same sow. Of the 27 pigs farrowed by the sow, 18 are still alive, eight from the first litter and ten from the second.

LIVESTOCK CARLOADINGS

A total of 5,099 railroad cars was loaded with livestock in the week ended April 19, the Association of American Railroads has reported. This was 747 fewer cars than were loaded in the same week of 1957, and 2,345 less than two years earlier.

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PACKERS' PURCHASES

Purchases of livestock by packers at principal centers for the week ended Saturday, April 26, 1958, as reported to the National Provisioner:

CHICAGO

Armour, 12,890 hogs; shippers, 35,125 hogs; and others, 22,485 hogs. Totals: 21,438 cattle, 371 calves, 48,958 hogs and 1,905 sheep.

KANSAS CITY

Cattle Calves Hogs Sheep
Armour, 1,029 233 270 1,200
Swift, 2,013 373 3,660 3,041
Wilson, 1,000 4,942
Butchers 4,894 3,804 842
Others 229 3,620 9,247
Totals 9,765 626 16,296 14,390

OMAHA

Cattle Calves Hogs Sheep
Armour, 6,214 7,610 3,985
Cudahy, 3,379 6,225 2,254
Swift, 4,734 6,528 4,930
Wilson, 3,246 5,293 2,324
Nob. Beef, 448
Am. Stores, 1,248
Cornhusker, 984
O'Neill, 502
E. & C., 1,028
Gr. Omaha, 810
Bohachild, 1,168
Both, 172
Kingan, 839
Omaha, 411
Union, 1,202
Others, 873 7,980
Totals, 27,258 33,636 13,493

N. S. YARDS

Cattle Calves Hogs Sheep
Armour, 2,007 310 10,445 1,457
Swift, 2,324 1,023 13,627 1,981
Hunter, 1,009 4,018
Hell, 2,017
Krey, 9,664
Totals 5,400 1,332 39,771 3,438

ST. JOSEPH

Cattle Calves Hogs Sheep
Swift, 3,370 132 15,358 4,451
Armour, 2,493 86 9,334 462
Setts, 666
Others, 4,353 1,015
Totals* 10,891 198 25,707 4,913
*Do not include 1,007 cattle, 26 calves, 1,834 hogs and 3,233 sheep direct to packers.

SIoux CITY

Cattle Calves Hogs Sheep
Armour, 2,010 1,018 1,894
Swift, 3,310 4,588 707
S.C. Dr., 4,074
S.C. Dr., 4,074
Pork, 4,320
Raskin, 719
Butchers, 243
Others, 8,527 19,880 1,039
Totals 18,883 20,836 3,640

WICHITA

Cattle Calves Hogs Sheep
Cudahy, 964 89 1,956
Armour, 105 432
Excel, 590
Swift, 1,498
Others, 1,520 70 3,557
Totals 3,216 80 2,458 5,869

OKLAHOMA CITY

Cattle Calves Hogs Sheep
Armour, 783 17 739 500
Wilson, 1,246 56 409 1,899
Others, 1,485 62 1,180
Totals* 3,514 135 2,328 2,199
*Do not include 757 cattle, 79 calves, 8,528 hogs and 1,762 sheep direct to packers.

LOS ANGELES

Cattle Calves Hogs Sheep
Cudahy, 151
Wilson, 821
Ideal, 606
Atlas, 467
Gr. West, 365 13 321
United, 292 91
Coast, 236
Acme, 232
Salter, 232
Goldring, 230 81
Klubnikin, 363
Cloughly, 1,423 13 37
Totals 4,964 107 963

DENVER

Cattle Calves Hogs Sheep
Armour, 349 28 3,061 4,460
Swift, 1,347 8 3,549 89
Cudahy, 772 8 6,024
Wilson, 752 33 1,709 1,188
Others, 7,256 61 8,349 15,324
Totals 10,476 83 31,849 15,324

ST. PAUL

Cattle Calves Hogs Sheep
Armour, 6,039 1,978 12,173 1,299
Bartusch, 1,056
Rifkin, 872 21
Superior, 1,580
Swift, 6,438 2,041 22,032 1,438
Others, 3,675 2,093 9,261 1,635
Totals 34,997 6,133 43,466 4,367

FORT WORTH

Cattle Calves Hogs Sheep
Armour, 612 317 634 13,239
Swift, 708 616 1,185 16,518
Rosenthal, 32 2 4 123
Totals 1,352 935 1,803 29,940

MILWAUKEE

Cattle Calves Hogs Sheep
Packers, 2,070 3,686 4,254 332
Butchers, 3,337 1,196 395 119
Totals 5,407 4,882 4,649 451

TOTAL PACKER PURCHASE

Week ended Prev. week
Apr. 26 week 1957
Cattle, 157,561 129,645 137,582
Hogs, 258,220 200,038 247,858
Sheep, 99,929 87,545 74,340

CORN BELT DIRECT TRADING

Des Moines, Apr. 30—Prices on hogs at 13 plants and about 30 concentration yards in interior Iowa and southern Minnesota, as quoted by the USDA:

Barrows, gilts, U.S. No. 1-3:
180/200 lbs. \$18.50@20.25
200/220 lbs. 19.50@20.40
220/240 lbs. 19.05@20.25
240/270 lbs. 18.00@19.30
270/300 lbs. 18.00@19.35
Sows, U.S. No. 1-3:
270/330 lbs. 17.60@18.90
330/400 lbs. 17.10@18.40
400/550 lbs. 16.00@17.65

Corn Belt hog receipts as reported by the USDA:

This week Last week Last year
Apr. 24 .. 56,000 45,000 48,500
Apr. 25 .. 51,000 41,500 54,500
Apr. 26 .. 30,000 38,000 32,000
Apr. 28 .. 74,000 62,000 42,500
Apr. 29 .. 57,500 50,000 34,000
Apr. 30 .. 45,000 51,000 44,000

LIVESTOCK PRICES AT INDIANAPOLIS

Livestock prices at Indianapolis on Wednesday, April 30 were as follows:

CATTLE: Cwt.
Steers, gd. & ch. \$25.50@28.50
Steers, std. & gd. 23.00@25.50
Helfers, gd. & ch. 25.00@28.00
Cows, util. & com'l. 18.75@22.00
Cows, can. & cut. 13.00@19.50
Bulls, util. & com'l. 22.50@24.25
Bulls, cutter 19.00@22.00
VEALERS:
Good & prime 26.50@32.00
Stand. & gd. 22.50@26.50
Calves, gd. & ch. none quoted
HOGS, U.S. No. 1-3:
140/160 lbs. 18.25@19.25
160/180 lbs. 19.25@20.75
180/200 lbs. 20.50@21.25
200/220 lbs. 20.50@21.40
220/240 lbs. 20.50@21.25
240/270 lbs. 19.75@20.50
270/300 lbs. 19.50@20.00
Sows, U.S. No. 1-3:
180/350 lbs. 18.00@19.00
330/450 lbs. 16.75@18.50
LAMBS:
Old crop, gd. & ch. 19.50@20.50
Springs, gd. & ch. 23.50 only

WEEKLY INSPECTED SLAUGHTER

Slaughter of livestock at major centers during the week ended Apr. 26, 1958 (totals compared) was reported by the U. S. Department of Agriculture as follows:

	Cattle	Calves	Hogs	Sheep & Lambs
Boston, New York City Area ¹	13,408	9,825	56,153	39,150
Baltimore, Philadelphia	7,573	1,310	30,063	4,691
Ch., Cleve., Detroit, Indpls.	17,691	7,844	116,526	12,668
Chicago Area	22,492	7,201	55,991	4,455
St. Paul-Wis. Areas ²	20,008	21,915	94,806	10,551
St. Louis Area ³	11,647	2,408	89,086	5,249
Sioux City-So. Dak. Area ⁴	17,552	...	49,230	10,759
Omaha Area ⁵	31,566	271	77,307	17,941
Kansas City	10,568	1,035	17,499	3,888
Iowa-So. Minnesota ⁶	27,467	10,692	237,010	27,251
Louisville, Evansville, Nashville, Memphis	7,797	5,797	58,378	...
Georgia-Alabama Area ⁷	4,337	1,563	27,026	...
St. Jo'ph, Wichita, Okla. City	16,972	1,650	47,056	11,228
Pt. Worth, Dallas, San Antonio	9,917	5,554	14,040	24,778
Denver, Ogden, Salt Lake City	15,545	338	13,441	28,434
Los Angeles, San Fran. Area ⁸	19,489	3,201	22,573	29,372
Portland, Seattle, Spokane	5,418	277	14,232	4,060
GRAND TOTALS	288,437	80,376	1,020,807	248,958
Totals same week 1957	267,390	97,300	963,903	193,863

¹Includes Brooklyn, Newark and Jersey City. ²Includes St. Paul, So. St. Paul, Minn., and Madison, Milwaukee, Green Bay, Wis. ³Includes St. Louis National Stockyards, E. St. Louis, Ill., and St. Louis, Mo. ⁴Includes Sioux Falls, Huron, Mitchell, Madison, and Watertown, S. Dak. ⁵Includes Lincoln and Fremont, Nebr., and Glenwood, Iowa. ⁶Includes Albert Lea, Austin and Winona, Minn., Cedar Rapids, Davenport, Des Moines, Dubuque, Esterville, Fort Dodge, Marshalltown, Mason City, Ottumwa, Postville, Storm Lake and Waterloo, Iowa. ⁷Includes Birmingham, Dothan, and Montgomery, Ala., Albany, Atlanta, Moultrie, Thomasville and Tifton, Ga. ⁸Includes Los Angeles, San Francisco, So. San Francisco, San Jose and Vallejo, Calif.

LIVESTOCK PRICES AT 11 CANADIAN MARKETS

Average prices per cwt. paid for specific grades for steers, calves, hogs and lambs at 11 leading markets in Canada during the week ended Apr. 19 compared with the same week in 1957 was reported to the Provisioner by the Canadian Department of Agriculture as follows:

Stockyards	GOOD STEERS		VEAL CALVES		HOGS*		LAMBS	
	1958	1957	1958	1957	1958	1957	1958	1957
Toronto	\$24.41	\$19.92	\$31.41	\$26.59	\$29.00	\$28.50	\$26.00	\$22.92
Montreal	24.05	20.00	23.13	18.50	28.65	28.20	20.50	...
Winnipeg	22.67	18.25	29.00	24.42	27.83	27.29	21.00	18.25
Calgary	22.10	17.61	24.60	22.86	26.16	25.54	20.55	19.85
Edmonton	21.20	17.40	29.00	27.50	26.90	26.10	22.20	19.00
Lethbridge	21.75	17.50	23.50	...	26.20	25.30	20.75	19.50
Pr. Albert	21.75	17.25	25.50	...	26.00	25.50
Denise Jaw	21.40	16.90	23.00	...	26.00	25.90
Saskatoon	22.10	17.50	27.00	...	26.00	25.50
Regina	21.40	16.75	24.75	...	26.00	25.65	...	16.25
Vancouver	...	17.90	20.00	24.25

*Canadian government quality premium not included.

SOUTHERN RECEIPTS

Receipts of livestock at six southern packing plant stockyards located in Albany, Moultrie, Thomasville, Tifton, Georgia; Dothan, Alabama and Jacksonville, Florida; during the week ended April 25:

	Cattle	Calves	Hogs
Week ended April 25	1,786	525	16,064
Week previous (five days)	1,715	794	13,281
Corresponding week last year	2,386	788	16,804

LIVESTOCK PRICES AT ST. JOSEPH

Livestock prices at St. Joseph on Wednesday, Apr. 30 were as follows:

CATTLE: Cwt.
Steers, ch. & pr. \$27.50@29.25
Steers, gd. & ch. 25.00@28.75
Helfers, gd. & ch. 25.00@28.00
Cows, can. & cut. 15.00@19.00
Bulls, util. & com'l. 19.75@20.25
VEALERS:
Good & choice 24.00@28.00
Calves, gd. & ch. 23.00@26.50
HOGS, U.S. No. 1-3:
180/200 lbs. 20.00@21.00
200/220 lbs. 20.00@21.00
220/240 lbs. 19.75@20.75
240/270 lbs. 19.75@20.25
Sows, U.S. No. 1-3:
270/400 lbs. 18.25@19.00
LAMBS:
Old crop, gd. & ch. 19.50@21.00
Good & ch. springs 22.00@23.00

LIVESTOCK PRICES AT SIOUX CITY

Livestock prices at Sioux City on Wednesday, Apr. 30 were as follows:

CATTLE: Cwt.
Steers, prime 30.00@32.50
Steers, choice 27.00@29.00
Steers, good 24.50@26.50
Helfers, ch. & pr. none quoted
Helfers, good none quoted
Cows, util. & com'l. 19.00@23.00
Cows, can. & cut. 16.00@19.00
Bulls, util. & com'l. 20.50@23.00
Bulls, cutter 19.00@20.90
HOGS, U.S. No. 1-3:
180/200 lbs. 20.00@21.00
200/220 lbs. 20.25@21.00
220/240 lbs. 20.25@21.00
240/270 lbs. 19.50@20.50
Sows, U.S. No. 1-3:
300/400 lbs. 17.50@18.85
400/550 lbs. 16.50@17.75
LAMBS:
Old crop, gd. & ch. 19.00@21.00
Springs, gd. & ch. 21.50 only

SLAUGHTER REPORTS

Special reports to the NATIONAL PROVISIONER showing the number of livestock slaughtered at 13 centers for the week ended April 26, 1958, compared:

CATTLE			
	Week ended	Prev. week	Cor. week 1957
Chicago*	21,438	17,822	23,411
Kan. City*	10,391	9,187	11,464
Omaha*	26,541	21,380	22,571
N. S. Yards*	6,732	6,196	8,613
St. Joseph†	11,814	9,627	8,747
Sioux City†	11,258	12,076	9,846
Wichita*	8,006	2,440	2,680
New York & Jer. City†	13,400	12,967	11,889
Okl. City*	4,483	3,925	5,738
Cincinnati†	3,718	3,508	3,798
Denver†	11,527	11,435	18,032
St. Paul†	15,985	13,828	17,018
Milwaukee†	5,386	4,281	4,810

Totals ... 145,094 127,857 148,115

HOGS			
	Week ended	Prev. week	Cor. week 1957
Chicago*	35,125	29,753	29,720
Kan. City*	16,296	15,043	14,571
Omaha*	44,810	46,023	40,369
N. S. Yards*	39,771	40,745	46,949
St. Joseph†	25,500	22,250	22,075
Sioux City†	18,756	17,036	13,201
Wichita*	11,835	12,528	9,822
New York & Jer. City†	56,153	53,215	55,924
Okl. City*	10,856	10,903	11,134
Cincinnati†	10,625	11,982	11,466
Denver†	8,534	8,907	14,763
St. Paul†	34,203	28,851	36,216
Milwaukee†	4,640	3,677	4,602

Totals ... 317,184 301,043 310,902

SHEEP			
	Week ended	Prev. week	Cor. week 1957
Chicago*	1,905	2,736	2,680
Kan. City*	14,390	9,583	10,924
Omaha*	14,863	13,222	11,355
N. S. Yards*	3,438	2,344	3,147
St. Joseph†	8,145	9,191	6,064
Sioux City†	1,985	3,016	2,777
Wichita*	2,312	2,465	2,749
New York & Jer. City†	30,150	36,182	29,129
Okl. City*	3,961	3,896	5,158
Cincinnati†	469	468	240
Denver†	20,342	18,580	17,587
St. Paul†	2,732	3,882	4,157
Milwaukee†	431	404	584

Totals ... 114,148 105,469 96,560

*Cattle and calves.
†Federally inspected slaughter, including direct.
‡Stockyards sales of local slaughter. §Stockyards receipts for local slaughter, including direct.

CANADIAN KILL

Inspected slaughter of livestock in Canada for week ended April 19:

	Week ended	Same week 1957
CATTLE		
Western Canada	16,650	14,640
Eastern Canada	17,735	14,371

Totals ... 34,385 29,020

	Week ended	Same week 1957
HOGS		
Western Canada	60,397	87,399
Eastern Canada	54,928	49,183

Totals ... 115,325 86,582

	Week ended	Same week 1957
SHEEP		
Western Canada	2,341	2,624
Eastern Canada	2,218	2,450

Totals ... 4,559 5,074

NEW YORK RECEIPTS

Receipts of salable livestock at Jersey City and 41st st. New York market for week ended Apr. 26:

	Cattle	Calves	Hogs	Sheep
Salable	163	15	...	93
Total (incl. directs)	3,132	15	18,802	11,342
Prev. wk.
Salable	137	7
Total (incl. directs)	2,676	88	17,099	9,310

*Includes hogs at 31st street.

CHICAGO LIVESTOCK

Supplies of livestock at the Chicago Union Stockyards for current and comparative periods:

RECEIPTS				
	Cattle	Calves	Hogs	Sheep
Apr. 24..	1,264	115	11,023	977
Apr. 25..	591	78	7,961	755
Apr. 26..	112	...	2,062	15
Apr. 27..	20,133	123	9,916	3,905
Apr. 28..	8,000	200	13,000	1,500
Apr. 30..	15,000	200	13,000	1,000

SHIPMENTS				
	Cattle	Calves	Hogs	Sheep
Apr. 24..	2,920	114	2,725	272
Apr. 25..	1,224	36	2,219	290
Apr. 26..	163	...	1,363	...
Apr. 27..	5,956	...	2,334	2,162
Apr. 28..	6,000	...	2,000	1,000
Apr. 30..	8,000	...	2,300	500

	Week so far	1957	1958
Wk. ago	19,956	...	8,834 3,662
Yr. ago	18,274	133	7,624 2,331
	16,044	80	4,473 682

APRIL RECEIPTS			
	1958	1957	
Cattle	180,429	200,246	
Calves	3,848	6,624	
Hogs	209,561	199,545	
Sheep	22,795	35,789	

APRIL SHIPMENTS			
	1958	1957	
Cattle	93,005	93,202	
Hogs	54,841	34,471	
Sheep	16,053	11,434	

CHICAGO HOG PURCHASES

Supplies of hog purchased at Chicago, week ended Wed., Apr. 30:

	Week ended	Week ended
	Apr. 30	Apr. 23
Packers' purch.	29,456	34,026
Shippers' purch.	14,787	15,235
Totals	44,243	49,261

LIVESTOCK RECEIPTS

Receipts at 20 markets for the week ended Friday, Apr. 25, with comparisons:

	Cattle	Hogs	Sheep
Week to date	253,000	427,000	169,000
Previous week	223,000	414,000	157,000
Same wk. 1957	238,000	395,000	131,000
Totals	4,072,000	6,814,000	2,231,000
1957	4,342,000	7,271,000	2,543,000

PACIFIC COAST LIVESTOCK

Receipts at leading Pacific Coast markets, week ended April 25:

	Cattle	Calves	Hogs	Sheep
Los Ang.	5,360	310	1,025	310
N. P'tland	1,575	225	1,400	1,060
San Fran.	190	25	600	450

LIVESTOCK PRICES AT LOUISVILLE

Livestock prices at Louisville on Wednesday, Apr. 30 were as follows:

CATTLE:		Cwt.
Steers, choice	...	\$28.00@28.50
Steers, gd. & ch.	...	26.00@27.50
Steers, stand. & gd.	...	23.00@25.50
Heifers, good	...	23.50@26.00
Cows, util. & com'l.	...	20.00@22.00
Cows, can. & cut.	...	14.00@20.00
Bulls, util. & com'l.	...	22.00@23.00
VEALERS:		
Choice & prime	...	31.00@33.00
Good & choice	...	28.00@31.00
Calves, gd. & ch.	...	24.00@30.00
HOGS, U.S. No. 1-3:		
180/200 lbs.	...	20.75@21.25
200/220 lbs.	...	20.75@21.25
220/240 lbs.	...	20.75@21.25
240/260 lbs.	...	20.25@20.50
Sows, U.S. No. 1-3:		
300/400 lbs.	...	18.00 only
400/600 lbs.	...	17.25@17.50
LAMBS:		
Good & choice	...	22.00@24.00
Utility & good	...	17.00@22.00
Springs, gd. & pr.	...	26.00@28.00

LIVESTOCK PRICES AT LEADING MARKETS

Livestock prices at five western markets on Tuesday, Apr. 29 were reported by the Agriculture Marketing Service, Livestock Division, as follows:

	N.S. Yds.	Chicago	Kansas City	Omaha	St. Paul
HOGS:					
BARROWS & GILTS:					
U.S. No. 1-3:					
120-140 lbs.	\$18.50-19.75	None qtd.	None qtd.	None qtd.	None qtd.
140-160 lbs.	19.50-20.50	None qtd.	None qtd.	None qtd.	\$19.50-19.75
160-180 lbs.	20.25-21.00	\$18.50-20.50	\$19.00-19.75	\$19.25-20.00	19.50-20.00
180-200 lbs.	20.50-21.25	20.25-21.35	19.75-20.25	20.00-20.75	20.00-21.00
200-220 lbs.	20.50-21.25	20.75-21.35	20.00-20.65	20.25-21.00	20.00-21.00
220-240 lbs.	20.25-21.25	20.50-21.35	20.00-20.65	20.00-21.00	20.00-21.00
240-270 lbs.	19.75-21.00	19.85-20.75	19.75-20.35	19.50-20.75	19.25-21.00
270-300 lbs.	19.25-20.25	19.25-20.10	19.00-20.00	18.75-19.75	18.75-20.25
300-330 lbs.	None qtd.	18.75-19.25	None qtd.	18.75-19.00	None qtd.
330-360 lbs.	None qtd.	None qtd.	None qtd.	17.75-18.50	None qtd.
Medium:					
160-220 lbs.	19.75-20.25	18.00-20.35	18.50-19.50	18.75-20.00	18.75-19.75
SOWS:					
U.S. No. 1-3:					
180-270 lbs.	19.00-19.25	None qtd.	18.75 only	18.75 only	18.75-19.00
270-300 lbs.	19.00-19.25	None qtd.	18.50-18.75	18.50-18.75	18.75-19.00
300-330 lbs.	19.00-19.25	18.50-19.00	18.50-18.75	18.50-18.75	18.50-18.75
330-360 lbs.	18.75-19.00	18.25-19.00	18.25-18.50	18.00-18.50	18.50-18.75
360-400 lbs.	18.00-18.75	17.75-18.50	18.00-18.50	17.50-18.25	17.50-18.50
400-450 lbs.	17.00-18.25	17.25-18.00	17.25-18.00	17.25-18.00	17.75-18.50
450-550 lbs.	17.00-17.75	16.25-17.50	16.75-17.25	16.50-17.00	17.00-17.75
Boars & Stags, all wts.	15.50-16.25	14.50-16.00	15.00-16.00	14.25-15.50	None qtd.

SLAUGHTER CATTLE & CALVES:

STEERS:						
Prime:						
700- 900	lbs..	None qtd.	None qtd.	None qtd.	None qtd.	None qtd.
900-1100	lbs..	None qtd.	29.50-33.50	None qtd.	None qtd.	None qtd.
1100-1300	lbs..	None qtd.	31.50-35.50	None qtd.	None qtd.	None qtd.
1300-1500	lbs..	None qtd.	32.50-35.50	None qtd.	32.00 only	None qtd.
Choice:						
700- 900	lbs..	28.00-32.00	27.50-29.50	27.00-29.50	27.00-28.75	27.00-31.00
900-1100	lbs..	28.00-32.00	27.75-31.50	27.00-29.50	27.50-29.00	27.00-31.50
1100-1300	lbs..	28.00-32.00	28.00-32.50	27.00-29.50	27.50-29.00	27.00-31.50
1300-1500	lbs..	28.00-32.00	28.00-32.50	27.00-29.50	27.50-29.00	27.00-31.50
Good:						
700- 900	lbs..	24.50-28.00	25.00-27.50	25.00-27.00	25.00-26.75	24.00-27.00
900-1100	lbs..	25.00-28.00	25.25-28.00	25.00-27.00	25.00-27.00	24.50-27.00
1100-1300	lbs..	25.00-28.00	25.50-28.00	25.00-27.00	25.00-27.00	24.50-27.00
Standard,						
all wts.	..	22.00-25.00	22.50-25.50	22.00-24.50	22.00-25.00	20.50-24.50
Utility,						
all wts.	..	20.00-22.50	21.00-22.50	20.50-22.00	20.00-22.00	19.00-20.50
HEIFERS:						
Prime:						
600- 800	lbs..	None qtd.	None qtd.	None qtd.	None qtd.	None qtd.
800-1000	lbs..	None qtd.	29.00-31.00	None qtd.	None qtd.	None qtd.
Choice:						
600- 800	lbs..	26.75-30.00	26.50-29.00	27.00-29.25	26.00-28.50	25.50-28.50
800-1000	lbs..	26.75-30.00	27.00-29.50	27.00-29.25	26.00-28.50	26.00-29.00
Good:						
500- 700	lbs..	24.00-26.75	24.00-26.50	24.00-27.00	24.00-26.00	23.50-25.50
700- 900	lbs..	24.00-26.75	24.50-27.00	24.00-27.00	24.00-26.00	24.00-26.50
Standard,						
all wts.	..	20.50-24.00	22.00-24.50	21.00-24.00	21.50-24.00	20.00-24.00
Utility,						
all wts.	..	19.00-20.50	20.00-22.00	19.00-21.00	19.50-21.50	18.50-20.00
COWS:						
Commercial,						
all wts.	..	20.00-22.50	20.50-22.50	20.00-21.50	19.50-21.00	19.50-21.50
Utility,						
all wts.	..	18.50-20.00	19.00-20.75	18.50-20.00	18.00-19.50	18.00-19.50
Can. & cut.,						
all wts.	..	15.00-20.00	16.00-19.50	15.00-19.00	16.00-18.00	15.50-18.50

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PLANT MANAGER: Or assistant to the president. 49 year old meat packing executive with broad experience will take full profit and administrative responsibility of livestock buying, processing, and sales of large or small plant. Prefer midwest or west. Profits are a MUST for both of us. W-113, THE NATIONAL PROVISIONER, 15 W. Huron St., Chicago 10, Ill.

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SUPERINTENDENT: 30 years' experience in meat packing houses. Excellent references furnished. Will relocate. W-189, THE NATIONAL PROVISIONER, 15 W. Huron St., Chicago 10, Ill.

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WANTED: Chicago area—Refinery Foreman. Experienced in rendering and packaging operations, utilization of voters, etc. W-195, THE NATIONAL PROVISIONER, 327 Madison Ave., New York 22, N. Y.

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Per opening \$18.95—F.O.B. Chicago.
Discount for quantity purchases.

Sausage & Bacon

1038—AUTOMATIC TY-LINKERS: model 114A
ea. \$1,050.00

1031—CURING MACHINE: Boss "Permeator" stand-
ard model, like new, little used \$2,200.00

9555—CURING MACHINE: Griffith Penstropic, ex-
cellent condition \$750.00

9354—HYDRAMATIC SLICER: Anco #832, for lunch-
eon meats, latest style \$2,750.00

1040—BACON WRAPPER: Hayssen #8-UF-11,
w/stainless steel conveyor, A-1 condition \$1,575.00

9907—FROZEN MEAT CUTTER: General Mch., stain-
less steel, 3 HP., excellent condition \$2,675.00

1074—DIANA DICER: mdl. 17, with plates for 1/2"
& 1" cubes, 3 HP., 3000 lbs./hr., new 1957, very
little used \$2,250.00

9710—SILENT CUTTER: Buffalo #65-B, 500 lb., self-
emptying, 10—knives, record, excel. cond. \$825.00

9758—STUFFER: Anco 500 lb. cap., reconditioned,
new gaskets, valves, A-1 condition \$1,175.00

1077—STUFFER: Buffalo 400#, W/valves \$950.00

1078—STUFFER: Buffalo, 300# \$875.00

9145—STUFFER: Globe 200#, with stuffing valves &
air piping, ready to be placed in operation \$725.00

9488—GRINDER: Boss, with brand new Buffalo 64B
Heavy Duty bowl & worm, 8 1/2" plates, 25 HP.
motor, excellent condition \$1,000.00

9755—GRINDER: Buffalo 64-B, 25 HP. mtr., \$725.00

9785—GRINDER: Anco 762A: 7 1/4" plates, 20 HP.
motor, Harrington Gear Drive \$875.00

9744—MIXER: Buffalo #5, 1500 lb. cap. \$950.00

1079—MIXER: Buffalo #3, 700 lb. cap., 7 1/2 HP.
(stainless bowl available additional) \$675.00

9978—SMOKEHOUSES: (2) stainless steel, 2-door
unit, 6' x 6 1/2' x 7 1/2' high, w/recording instru-
ments, & all controls ea. \$1,500.00

9882—SAUSAGE COOKERS: (3) Jourdan type, stain-
less steel, galv. iron frame, 9' x 4 1/2' x 5' 3/4"
wide, w/Wesco Pumps (2 1/2") overhead Sprays,
Temperature Indicators ea. \$750.00

1082—PATTYMAKER: Hollymatic #54, latest style,
with plates and stainless steel hoppers \$550.00

9838—LOAF MOLDS: (310) Globe Hoy #66-S, stain-
less steel, with covers, 10" x 4 1/2" x 4 1/2" ea. \$6.50

9937—LOAF MOLDS: (170) stainless steel, with cov-
ers, 4" x 4" x 2 1/2" ea. \$3.50

9642—HAM MOLDS: stainless steel, with covers, like
new springs, excellent condition, factory converted
for use as Hay Molds—Reduced to—ea. \$12.75

144—#108 (1-0-E) 8 lbs. 11" x 5 1/2" x 4 1/2"

308—#112 (0-2-X) 11 lbs. 11" x 5 1/2" x 5 1/2"

131—#113 (0-2-G) 10 lbs. 12" x 5 1/2" x 5 1/2"

234—#114 (2-0-E) 12 lbs. 12" x 6 1/2" x 5 1/2"

63—#116 (6-0-E) 15 lbs. 12 1/4" x 6 1/2" x 5 1/2"

9753—HAM MOLDS: (160) Adelmann Ham Boiler
Corp., stainless steel, with covers:

70—#0-2-G, 12" x 5 1/2" x 5 1/2" ea. \$13.50

40—#2-0-E, 12" x 6 1/2" x 5 1/2" ea. \$13.50

30—#6-0-E, 12 1/4" x 6 1/2" x 5 1/2" ea. \$13.50

Rendering & Lard

9944—BLOOD DRYERS: (3) 5' x 16", A.S.M.E., 40
HP. motors & starting equipment ea. \$2,500.00

9810—HYDRAULIC PRESS: Anco #614, 150 ton, 20"
curb, w/Anco #152 Pump \$1,750.00

9884—EXPELLER: Anderson R.B., 15 HP. \$2,500.00

9407—COOKERS: (2) Mechanical Mfg. Co., 5' x 9'
less motors ea. \$1,250.00

1035—HAMMERMILL: Steadman, 30" x 24" opening,
direct drive, excellent condition. Bids requested

9867—LARD VOTATOR: Girdler Jr. model, first
class condition \$2,450.00

9921—KETTLES: Green 40 gal. cap., A.S.M.E. coded,
40# W.P., steam jacketed, stainless clad with
cover & stand. New, never-used ea. \$175.00

Miscellaneous

1039—GEBHARDT BLOWER UNITS: (4) model 510
BHN, 17" x 10" long stainless steel pans, 4 layers
tubes, heavy duty coils, humidity balance sheets,
1/2 HP. motors, with controls & switches ea. \$385.00

1086—TRIFE SCALDER-WASHER: Globe #10927, 34"
x 34" galv. cyl., 2 HP. gearhead mtr. \$475.00

1074—HINDQUARTER TROLLEYS: Globe Co., galv.
4" wheel, 7/16" x 6" x 1/2" x 6" stainless steel
hooks, NEW ea. \$1.75

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Abbott Laboratories	117
Advanced Engineering Corporation	37
Air-Way Pump & Equipment Company	166
Alia International Corporation	132
Albright-Nell Co., The	Third Cover
Allied Import & Export Co.	21
American Can Company	8, 9
American Maize Products Company	53
American Manufacturing Company	137
Anderson Company, V. D.	91
Archibald & Kendall, Inc.	52
Aromix Corporation	148
Asmus Brothers, Inc.	151
Atmos Corporation	43
Bakelite Company, Division of Union Carbide Corporation	22
Baltimore Spice Company, The	48
Barliant and Company	164
Bettcher Industries, Inc.	27
Chicago Refining Corp.	52
Cincinnati Butchers' Supply Company, The	18
Cincinnati Cotton Products Co., The	166
Coldmobile Division of Union Asbestos & Rubber Company	147
Colonial Corned Beef Company	151
Continental Can Company	119
Cooper-Jarrett, Inc.	5
Corn Products Sales Company	36
Cryovac Company, The	97
Darling and Company	157
Dippel & Company, Inc., C. E.	15
Dorsey Trailers	92
Du Bois Co., Inc., The	137
duPont de Nemours & Co., Inc., E. I.	4
Dupps Company, The	11
Eastman Chemical Products, Inc.	51
Edwards, H. H., Inc.	159
Everhot Manufacturing Company	130
First Spice Mixing Company, Inc.	101
Frank & Sons, Inc., G. F.	142
French Oil Mill Machinery Company, The	129
Frick Company	34
Galsburg Order Buyers, Inc.	134
General Electric Company	121
General Machinery Corporation	137
Girdler Process Equipment Division, National Cylinder Gas Company	49
Globe Company, The	23
Great Lakes Stamp & Manufacturing Co.	146
Griffith Laboratories, Inc., The	25
Ham Boiler Corporation	33
Harding Market Co., John P.	141
Heekin Can Company	159
Heller and Company, B.	3
Henschien, Everds and Crombie	163
Hercules Powder Company, Huron Milling Division	102
Hess-Line Company	160
Hess-Stephenson Co.	136
Hoffman-La Roche, Inc.	136
Hollywood Plastic Arts, Inc.	141
Howe Ice Machine Co.	138
Hunter Manufacturing Company	132
Hygrade Food Products Corporation	145
Industrial Air Conditioning Systems, Inc.	145
International Harvester Company	14
International Salt Co.	16
Jamison Cold Storage Door Company	Fourth Cover
Jervis Corporation	128
Julian Engineering Company	54
Kadison Laboratories, Inc.	12, 13
Kartridg-Pak Machine Co.	155
Kessler Engineering Co.	130
Kwik Coders Corporation	151

Klarer Company, The	132
Kneip, Inc., E. W.	128
Koch Equipment Co.	123
Kohnstamm & Co., Inc., H.	126
Kold-Hold Division, Tranter Manufacturing, Inc.	32
Krauss, Inc., John	142
Laudenslager, Inc., J. K.	138
Leberman, Inc.	39
Leland Chemical Co., Inc.	52
Levi & Co., Inc., Berth.	48
Linker Machines, Inc.	30
Little Rock Packing Company	54
Marhoefer Packing Company	10
Mayer & Sons Co., Inc., H. J.	109
Meat Packers Equipment Co.	45
Merck and Co., Inc.	6
Merkel, Inc.	124
Metropolitan Fats & Oils, Inc.	31
Meyer Packing Company, The H. H.	163
Midtown Wholesale Meats, Inc.	160
Milprint, Inc.	55
Mitts and Merrill	124
Modern Maid Food Products, Inc.	125
Nassoit-Sulzberger & Co., Inc.	134
North American Car Corporation	106
Peters Machinery Company	146
Pfizer & Co., Inc., Chas.	19, 20
Philadelphia Boneless Beef Co.	159
Pollak Packing Co., John	125
Poole's Drayage Co.	126
Preservaline Manufacturing Company	56
Rath Packing Company, The	146
Remington Arms Company, Inc.	143
Rhodia, Inc.	28
Ringsby Truck Lines, Inc.	38
Royal Packaging & Equipment, Inc.	134
St. John and Co.	104, 105
Schluderberg, Wm.-Kurdle, T. J., Company	141
Schmidt Co., The C.	24
Seelbach Co., Inc., K. C.	144
Sheet Metal Engineering Co.	7
Shortening Corp. of America, Inc.	145
Sioux City Dressed Beef, Inc.	98, 99
Smith's Sons Co., John E.	Second Cover
Speco, Inc.	42
Spicene Company of America, Inc.	17
Standard Casing Co., Inc.	46
Standard-Knapp Division, Emhart Manufacturing Co.	40, 41
Stange, Wm. J., Co.	89
Superior Packing Company	166
Takamine Laboratory	46
Tee-Cee Manufacturing Co., The	44
Tee-Pak, Inc.	152
Townsend Engineering Company	47
Tri-State Packing Supply Co.	95
Trunz, Inc.	152
Twistick Company, The	166
Union Carbide Corporation, Bakelite Division	22
United Cork Companies	50
United States Cold Storage Corp.	44
United States Industrial Chemicals Co.	35
United States Rubber Company	26
U. S. Slicing Machine Company, Inc.	127
Vegex Company	148
Viking Pump Company	155
Voss Co., Inc., J. H. H.	138
Warner-Jenkinson Manufacturing Company	159
Wear-Ever Aluminum, Inc.	29
West Carrollton Parchment Company	42
Williams Patent Crusher & Pulverizer Co.	152
Wimp Packing Company	155

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VOLUME 138

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NUMBER 18

CONTENTS

News of the Industry	57
NIMPA CONVENTION REPORT	
Summary	58
New Officers	65
National and Regional Officers Report	60
NIMPA'S New Sales Training Program	66
Association Outdoor Advertising Plan	69
Leather Fights For Your Profit	72
Better Hides Boost Leather's Value	71
How to Improve Employee Relations	75
Labor Will Continue to Ask "More"	79
Hiring Tests Can Help in Employment	81
How to Improve Relations with Dealers	85
Technologists Can Solve Sausage Problems	100
Sausage—What is It?	96
Quality Control—Ideal and Simple	88
NIMPA Accounting Conference	103
What Cost Surveys Mean	107
Editors Look at Industry Accounting	110
How Business Machines Can Aid Packers	114
New Equipment Exhibited	131
The Meat Trail	139

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R 18

. 57

. 58

. 65

. 60

. 66

. 69

. 72

. 71

. 75

. 79

. 81

. 85

. 100

. 96

. 88

. 103

. 107

. 110

. 114

. 131

. 139

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